



**Confidential
Coaching Report**

for

Sally Sample

Customer Service Representative

Monday, January 6, 2003

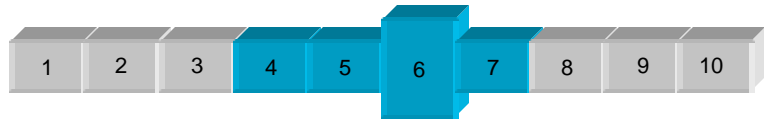
**The EFFECTUS Group
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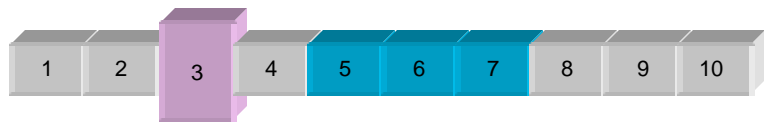
Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of Customer Service Representative. The larger box indicates this individual's score.

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



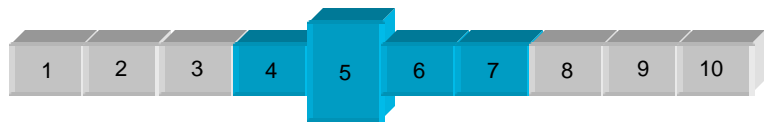
Verbal Skill – A measure of verbal skill through vocabulary.



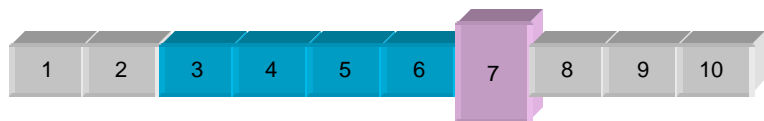
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.

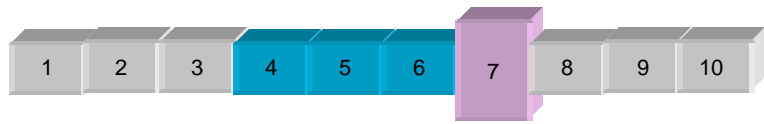


Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

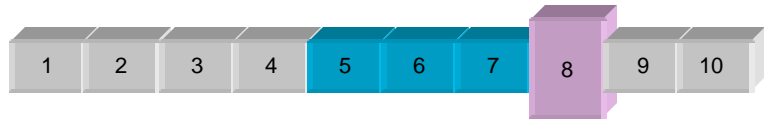


Profile for Behavioral Traits

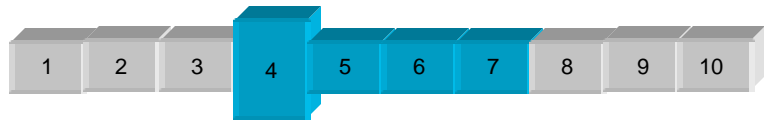
Energy Level – Tendency to display endurance and capacity for a fast pace.



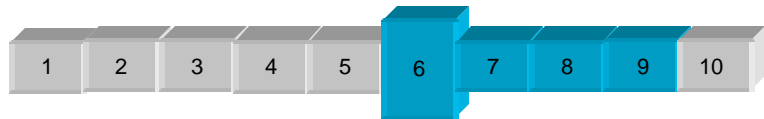
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



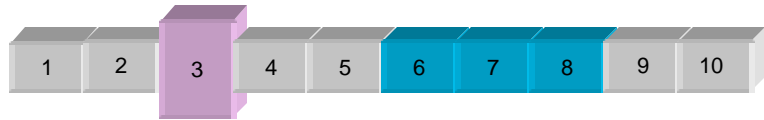
Sociability – Tendency to be outgoing, people-oriented and participate with others.



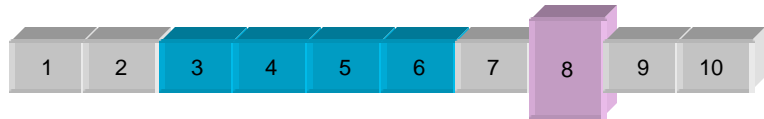
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Attitude – Tendency to have a positive attitude regarding people and outcomes.



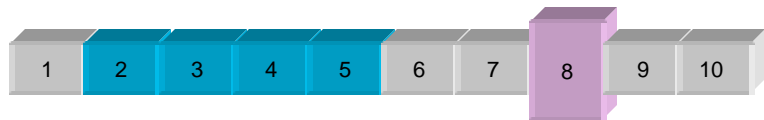
Decisiveness – Uses available information to make decisions quickly.



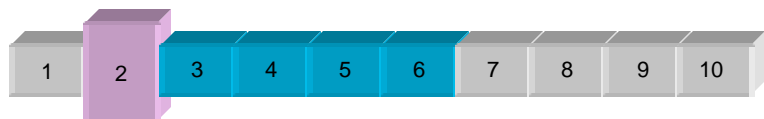
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



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



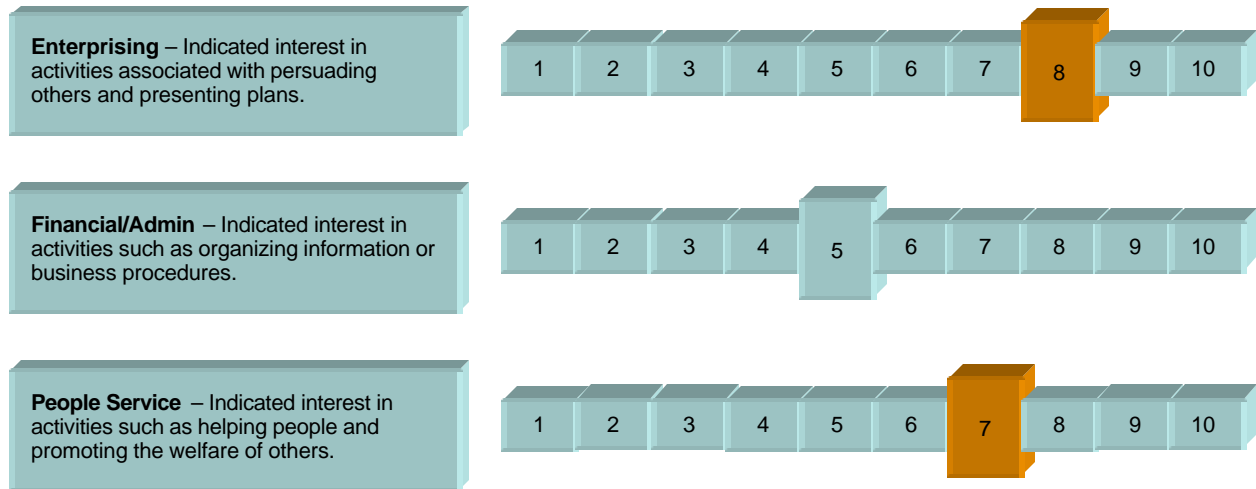
Objective Judgment – The ability to think clearly and be objective in decision-making.



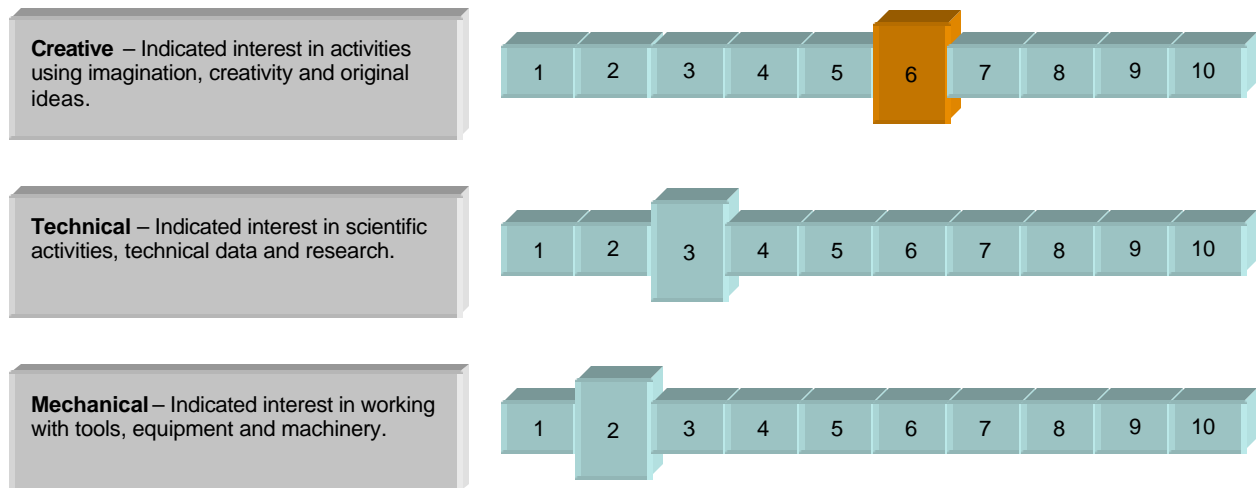
Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **Enterprising, Financial/Admin** and **People Service**. The other three interests have no impact on this position. The top three interests for Sally in descending order are: **Enterprising, People Service** and **Creative**. Ms. Sample shares two of these interest areas: **Enterprising and People Service**

Top three Interests for this position



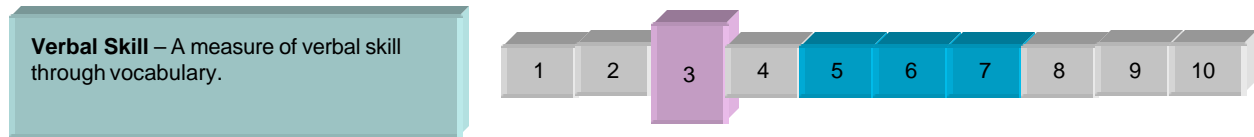
Interests not relevant to this Position



Coaching Comments

Sally Sample scored outside the position match pattern in the following areas. When working with Sally Sample, you might consider the following:

THINKING



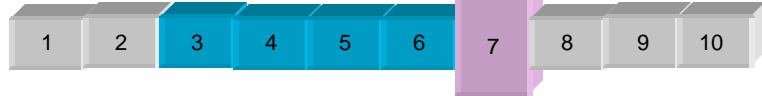
Job Pattern 5-7 Score 3

On the Verbal Skill scale Ms. Sample is below the designated Profile for this Job Match Pattern. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts. 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.

- Practice patience and acceptance when communicating with Ms. Sample, who requires instruction to be concrete and succinct.
- Do not become lost in your instructions with her, follow a straightforward and structured line of communication.
- When giving verbal instruction to her do not make the communication too lengthy. Break down complex instructions into individual goals. Have her report back to you after accomplishing one goal to receive the next one. Be very procedural.
- To achieve the best results from communications with Sally, review instructions after they have been given, focusing on a step-by-step understanding of the information.

Coaching Comments

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

**Job Pattern 3-6 Score 7**

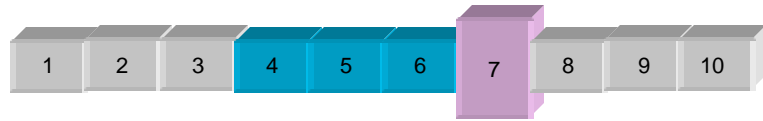
On the Numerical Reasoning scale Ms. Sample is above the job profile for this position. This suggests that her ability to analyze data as part of the decision making process is greater than the position typically requires and that she may not be sufficiently challenged to maintain her interest and/or level of performance.

- To avoid miscommunications, when Sally is expressing complex numerical information, coach her on proper communication techniques that emphasize a common level of expression.
- Ms. Sample is far 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.
- Ms. Sample is very capable at assimilating data to make decisions, but may be frustrated by a lack of challenge in this area. Address frustrations and provide ways to challenge her abilities.
- When making budgetary decisions, Sally can rapidly see where resources can be reallocated or redistributed, but may require outside assignments to make use of this ability and avoid a lack in motivation.

Coaching Comments

BEHAVIORAL TRAITS

Energy Level – Tendency to display endurance and capacity for a fast pace.



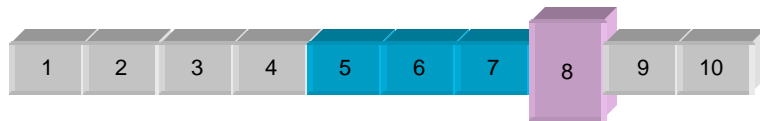
Job Pattern 4-6 Score 7

On the Energy Level scale Ms. Sample is above the designated Profile for this Job Match Pattern. This suggests that her drive and enthusiasm is greater than the position typically requires. Discussions with her should explore the possibility the position may not be sufficiently challenging to maintain her interest and/or level of performance.

- Sally will possibly appear bored at times with the level of effort required for this position. Provide structure to her daily program and reward her efficient efforts with time to "let off a little steam"; this kind of person is motivated to be very productive; make use of this energy in any creative and productive way.
- Expect her to complete assignments quickly, but be aware of her motivational level. Communicate with her about ways to make use of her high energy level, as this will help her avoid the boredom which can lead to a decrease in productivity.
- Ms. Sample may become less productive if she does not feel the job is challenging her high energy level. Create additional assignments that will enhance the productivity of her department and counsel her often to keep aware of her present motivational level.
- Ms. Sample will show a higher than average level of energy than is typical for this position. Provide a workload that fulfills her need for activity and provide an opportunity for her to create new and productive projects that benefit both her and the goals of her department.

Coaching Comments

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

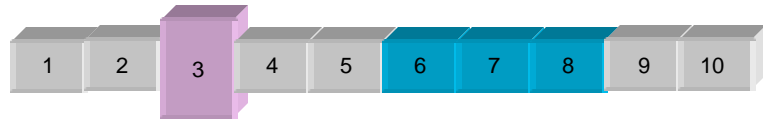
**Job Pattern 5-7 Score 8**

Ms. Sample scored above the Profile for this position in the Assertiveness scale. She may find the environment of this position challenging in the area of how much control is appropriately exerted over others. While talking with her, determine her ability to practice greater diplomacy in her interpersonal relations.

- Ms. Sample tends to take charge in a group. Encourage her participation as a peer within the group and foster the ability to be patient with the opinions of others. Training in active listening may enhance her ability to cooperate with her team.
- Give Ms. Sample the opportunity to act as a follower, provide constant feedback in private and mentor her ability to let go of her control and responsibility for the actions and decisions of others.
- Sally's tendency to lead others needs to be tempered with a willingness to allow others a certain amount of control. Training that focuses on control issues may reveal a way to do this. Offer her the opportunity to lead the group as a reward for successful participation in such training.
- She expresses a preference for influencing the decisions of others. Act as a role model in your capacity as a group leader, demonstrating an authoritative yet democratic leadership style. Provide feedback concerning the effectiveness of your style and why it works in this team.

Coaching Comments

Attitude – Tendency to have a positive attitude regarding people and outcomes.



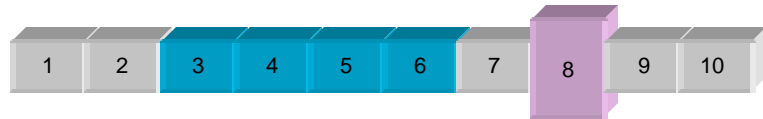
Job Pattern 6-8 Score 3

On the Attitude scale Ms. Sample is below the designated job profile for this position. This suggests that her general response to others will be pessimistic compared to the most successful individuals in this position. 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.

- Ms. Sample demonstrates a tendency to be guarded when interacting with others. Building her basic trust with informal group activities can ease her doubt about the motivations of others. These activities can be as simple as lunchtime office meetings and informal discussions.
- Sally may demonstrate a negative attitude about her co-workers, customers, or her work. Provide her with an appropriate amount of time to discuss her feelings, in order to address her need for attention, but redirect her by providing a calm and cooperative expression in your behavior. Stress the necessity to focus on the tasks at hand and to accept responsibility for her own work.
- Sally may express doubts about the outcome of some projects, appearing pessimistic. While maintaining an empathetic manner, confront her on alternative solutions and in what way she will contribute to the group's success. This is best accomplished in team meetings.
- She may have a tendency to blame others for outcomes under her responsibility. Suggest discussion for a later time, in order to deflate some of her poor attitude, then give feedback on her performance and how to make positive steps toward more productive behavior.

Coaching Comments

Decisiveness – Uses available information to make decisions quickly.

**Job Pattern 3-6 Score 8**

On the Decisiveness scale, Ms. Sample is above the designated Job Match Pattern for this position. This suggests that she may act without a thorough understanding of the related details. Discussions with her should determine the extent of her spontaneity in decision-making, and consider if her effectiveness could be enhanced by more deliberation.

- 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 requires training in how to be more deliberate in decision-making. Emphasize the importance of analyzing 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. The importance of deadlines is outweighed by the level of consequence inherent with making uninformed decisions.
- Sally may appear too spontaneous in her decision-making. Counsel her on the necessity to avoid unnecessary risk with cautious and deliberate decisions.

Coaching Comments

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

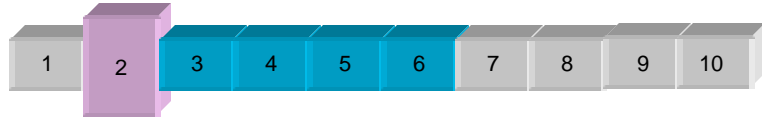
**Job Pattern 2-5 Score 8**

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.

- Due to her self-reliance, you may rarely hear feedback from Sally. Maintain open communication with her to foster a more appropriate supervisory relationship. Listen to her when she appears frustrated and recognize her positive performance.
- 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.
- Sally's independence may create problems in the following of procedure. Reinforce compliance and regular, accurate performance. Reward her efforts to cooperate by allowing some independence in areas of lesser concern.
- Ms. Sample prefers to act independently and may become frustrated with supervisory attention. Handle with care but remain authoritative. Encourage a consultative relationship.

Coaching Comments

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



Job Pattern 3-6 Score 2

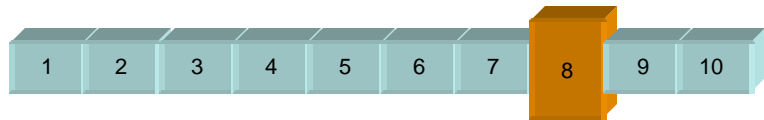
On the Judgment scale Ms. Sample is below the designated job profile for this position. This suggests that her decision-making process is less objective than the position typically requires and that she could have a problem with the pragmatic nature of the job. Discussions with her should explore the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

- Coach her on investigation of a greater variety of information sources when making decisions. Emphasize dealing with facts and other objective data before making any assumptions.
- Sally 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.
- 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 Ms. Sample on how to be more objective when making decisions. Training should emphasize the step-by-step process of logical reasoning.

Coaching Comments

OCCUPATIONAL INTERESTS

Enterprising – Indicated interest in activities associated with persuading others and presenting plans.



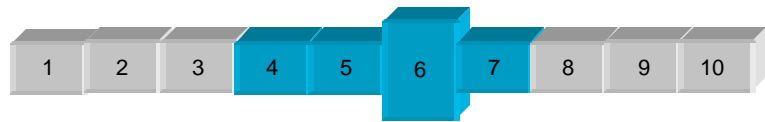
Activities that involve entrepreneurial pursuits are commonly of interest to those who match the Interest Pattern for this position. However, the activities associated with the Enterprising theme are relatively less interesting to Ms. Sample and this may have an effect on how the work motivates her day to day.

- What skills of persuasion have you used before that resulted in effective leadership?
- Describe some motivational aspects of enterprising endeavors.
- What steps would you take to assert yourself in the role as leader of a group?
- What is most frustrating about leading or persuading others?

A Profile of the Total Person

Thinking Style

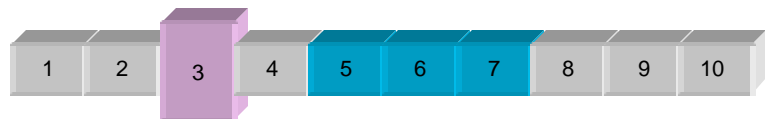
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 4-7 Score 6

- She is generally adaptive in the intellectual sense.
- Sally's overall learning index is above average and suggests a good potential for quickly learning new information.
- 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.

Verbal Skill – A measure of verbal skill through vocabulary.

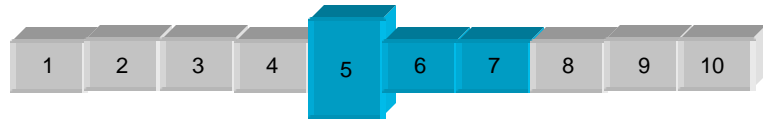


Job Pattern 5-7 Score 3

- With training and experience, Ms. Sample should be able to more quickly and accurately carry out communications as they apply to the job.
- Sally may initially need extra time in analyzing verbal and written information.
- She demonstrates a level of verbal skill slightly below that of some people in the general population.
- Ms. Sample may not have had much recent opportunity to use verbal analysis and communication in work.

A Profile of the Total Person

Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Job Pattern 5-7 Score 5

- Sally would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- She demonstrates adequate and, in some areas, good verbal skill; certain areas and complexities will need training.
- Ms. Sample is proficient in the use of words and language.
- Ms. Sample probably will assimilate information with success commensurate with the general population.

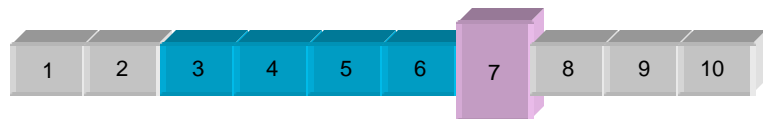
Numerical Ability – A measure of numeric calculation ability.



Job Pattern 4-7 Score 5

- Ms. Sample should be capable of learning to apply basic mathematical principles to new, more complex problems as necessary.
- She needs assistance with complex mathematics or technical calculations.
- Ms. Sample should be able to grasp simple mathematical principals that apply to the job.
- Sally is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.



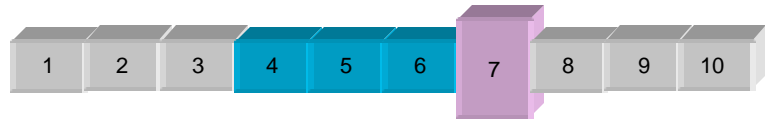
Job Pattern 3-6 Score 7

- Ms. Sample demonstrates a relatively strong ability to solve problems of a numerical nature.
- She completes numerical problems with greater success than the general population.
- Ms. Sample works well with numbers and numerical concepts.
- Sally grasps numerical concepts readily.

A Profile of the Total Person

Behavioral Traits

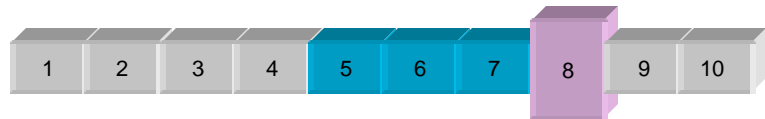
Energy Level – Tendency to display endurance and capacity for a fast pace.



Job Pattern 4-6 Score 7

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

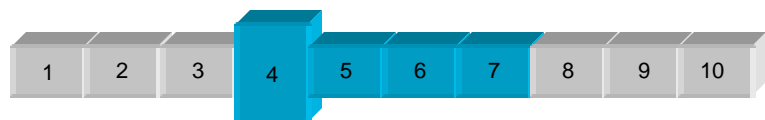
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 5-7 Score 8

- She has a strong need to make decisions, to determine outcomes.
- Ms. Sample has a strong need to be in charge, to be the leader.
- Sally is highly motivated by situations in which she is held accountable for results. She is strongly motivated by power and authority.
- Ms. Sample can make decisions, enforce company policies and act with authority. She is quite capable of making unpopular decisions when necessary.

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

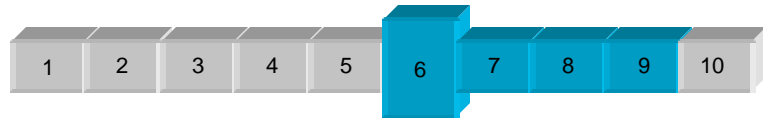


Job Pattern 4-7 Score 4

- Sally's sociability is moderately compatible with establishing a network of contacts.
- Ms. Sample is moderately motivated by assignments that require people content.
- She expresses limited enjoyment of public contact work.
- Ms. Sample prefers direct and to the point communication and may avoid spending time on small talk and social amenities.

A Profile of the Total Person

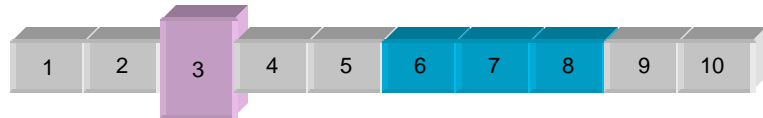
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Job Pattern 6-9 Score 6

- Ms. Sample is typically willing to accept guidance and suggestions from others.
- Ms. Sample is friendly, accommodating and should be fairly easy to manage.
- She should be willing to conform to company policies without feeling any loss of personal freedom.
- Sally demonstrates a moderately positive attitude concerning organizational constraints and restrictions.

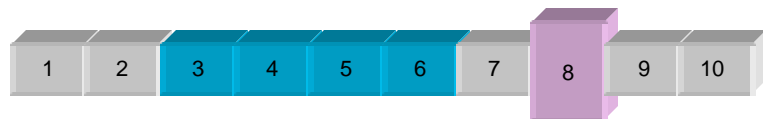
Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 6-8 Score 3

- Ms. Sample is inclined to take a negative position, to become critical of self and others.
- She is inclined to become suspicious of risk and change.
- Ms. Sample is slow to show a positive attitude regarding risk, change and unexpected challenges.
- Sally is slow to show a positive attitude regarding changes in policies and guidelines.

Decisiveness – Uses available information to make decisions quickly.



Job Pattern 3-6 Score 8

- 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.
- Sally is capable of responding to an emergency and resolving problems.
- Ms. Sample can stand firm on decisions and may not be inclined to back down once a decision is made.

A Profile of the Total Person

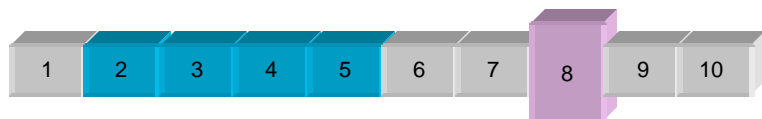
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Job Pattern 5-8 Score 5

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

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

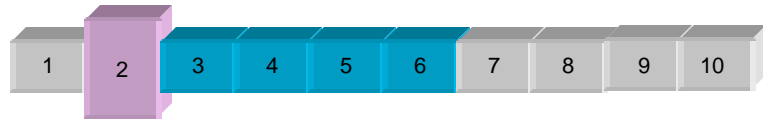


Job Pattern 2-5 Score 8

- Ms. Sample takes on new developments independently, bringing in co-workers only when absolutely necessary.
- She is highly independent, possibly requiring firm supervision and clearly defined guidelines.
- Sally is an independent worker who prefers minimal guidance and coaching.
- 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?"

A Profile of the Total Person

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

**Job Pattern 3-6 Score 2**



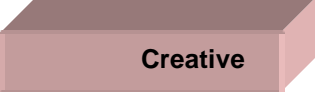
- Ms. Sample's judgment has a strong tendency to become subjective when pressured.
- Ms. Sample's judgment is not compatible with critical independent decision making responsibilities.
- Ms. Sample's thinking can be effective until she allows personal biases and opinions to replace sound judgment.
- Ms. Sample has a tendency to be a subjective thinker, to over emphasize personal opinions more than factual data.

A Profile of the Total Person



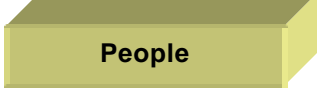
Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Ms. Sample are shown here, along with the top three interests for the Customer Service Representative position. Note that Sally shares TWO top interests with the requirements of this position.

TOP THREE areas of interest for Sally Sample.

	Indicated interest in activities associated with persuading others and presenting
	Indicated interest in activities such as helping people and promoting the welfare of
	Indicated interest in activities using imagination, creativity and original ideas.

TOP THREE areas of interest for the position of Customer Service Representative.

	Indicated interest in activities associated with persuading others and presenting
	Indicated interest in activities such as organizing information or business
	Indicated interest in activities such as helping people and promoting the welfare of others.

Ms. Sample scored highest in the Creative, Enterprising and People Service themes on the inventory. 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 interaction with others that comes with service to an interpersonal cause as demonstrated by her interest in People Service activities. Helping others or providing them with services may help to energize her in what she does at work. Finally, her interest in Creative activities rounds out her profile of interests. It promotes a concentration in creative expression, trying novel approaches and appreciating the process of innovation. Although this interest area is not as crucial to overall job satisfaction as her stronger interests, it does play a role.

Notice:

As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a job provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than a third of the final decision.