



HIRE SUCCESS EMPLOYMENT TESTING SYSTEM
PERSONALITY PROFILE
SUMMARY REPORT

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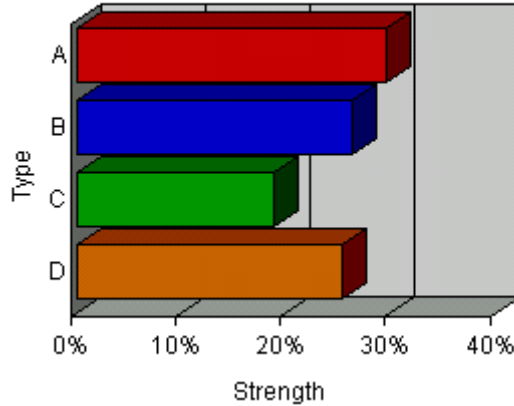
Prepared For:
Rick Sample
Primary Personality is: "A"

Each individual's personality is derived in varying degrees of 4 basic types. The varying degrees of each, and the combination of trait strengths contribute to each person's unique character.

- A = 29.6%** *Director*
- B = 26.3%** *Socializer*
- C = 18.8%** *Thinker*
- D = 25.3%** *Supporter*

Applicant answered 100 of 100 Questions.

Personality Type by Strength



TRAIT STRENGTH ANALYSIS

There are No Right Or Wrong Answers or High or Low Scores
The Scoring Indicates Which End of the Scale The Person Is Like Most of the Time

Confidence Factor

	1	2	3	4	5	6	7	8	9	Overall Trait Confidence:	HIGH
Introverted								8		Extroverted	*****
Unorganized								8		Organized	*****
Cautious							7			Risk Taker	*****
Indecisive								8		Decisive	*****
Intuitive								8		Analytical	*****
Inflexible						6				Adaptable	*****
Merciless							7			Compassionate	***
Deliberate - Planner				4						Spontaneous	****
Lives for Today									9	Goal Oriented	*****
Reactive						6				Proactive	**
Avoids Change				4						Likes Change	*
Impatient					5					Patient	****
Unpersuasive								8		Persuasive	***
Delegates Details						6				Detailed	*****
Avoids Stress								8		Thrives on Stress	*****
Needs Reassurance									9	Self Confident	*****
Intolerant					5					Tolerant	*
Team Player							7			Works Independently	**
Passive								7		Aggressive	*****
Skeptic									8	Promoter	*****

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4/14/2002

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HIRE SUCCESS EMPLOYMENT TESTING SYSTEM

PERSONALITY PROFILE

OVERVIEW REPORT

Prepared For:
Rick Sample

4/1/2002

Licensed to:

Employee Selection and Development, Inc

Phone: 941-739-0400 - Fax: 941-752-9384

E-Mail: president@employeeselect.com - Internet Site: www.employeeselect.com

Primary Personality Type Is:
"A"

Strength Of This Personality Is:
29.6%

IMPORTANT: The following is a *General* overview of the "A" personality. Its purpose is to provide you with a better understanding of this personality type. NOTE: It is a General Description only, designed to provide contrast for the personality characteristics below that describe the specifics of his personality. Recognizing that although many people share the same personality type, there are many traits, and degrees of traits, that make them different from each other. You will find some of these differences defined in more detail in the Trait section of this report.

The "A" personality likes to be in charge and be in control of their environment and their lives. They are normally not very detail oriented, choosing to delegate details to others. They are usually very goal oriented and practical in their solutions. However, arriving at their solutions and goals will entail a no-nonsense, "bottom-line" approach.

"A" personalities don't like a lot of restraints or restrictions placed on them preferring instead to work independently and set their own schedules. Since they often tend to be a workaholic, it is not unusual to see them put in whatever time and effort it takes to accomplish their goal. They may seem impatient at times especially if they believe someone is spending too much time going over details with them or are impeding their successful completion of whatever goal or project they are focusing on at the moment.

Don't be surprised to see this personality type in a supervisory position or management. Having an entrepreneurial streak, they may be a business owner or strive to own their own business someday. The "A" personality is not easily discouraged and will normally exude confidence.

If their job is "routine" or repetitive day by day, they will get bored easily and not enjoy the work. They will want it to appear they are "tough" in these situations but internally may be miserable if the job is too routine. The "A" personality will do whatever is necessary to prevent themselves from falling into a pattern or routine and seek freedom and independence instead. They will also be very dissatisfied if they believe

someone is trying to take advantage of them or hold them back.

The "A" personality may not be very good at recognizing co-worker's feelings and needs; not because they don't care, but because they are so focused on the "big picture" and achieving their goals. If you're looking for someone who works well under pressure and seems to excel in high stress situations, the "A" personality is probably what you're looking for.

The information at the right is somewhat more specific to Rick's Personality and is based on what might be expected of him when his Primary Personality type may be influenced by his Secondary type, and in some cases influences of the other types that are very close in terms of the percentage shown on the Summary Report.

"The Builder" - Specifically, Rick is the type of "A" personality we describe as a "Builder". This type is the fundamental "A" type described above. He is driven by new opportunities to achieve better and higher goals and has a burning desire to win. It should be expected that he will freely speak whatever is on his mind about issues and can become agitated if he feels he might be losing control.

This does not take the trait information (below) into account in order to provide information and contrast for the actual trait descriptions that are specific to him.

Rick is not the type to "pass the buck" to others. Even though he will freely take responsibility for his own mistakes, he may not give adequate credit to others who may have been involved in successes. He is aware that he was the driving force behind the successes anyway which may upset some people. He may have a tendency to be manipulative at times if it helps achieve his goal.

If you really want to get Rick to dive into something, just tell him it is a difficult or impossible task. He'll probably drop everything to show you he can do it. No obstacle is too high for Rick. Don't be surprised either if Rick questions authority and challenges his superiors. Even though there may be more appropriate ways, he isn't afraid of rocking the boat.

This Column contains Trait Descriptions With Corresponding Confidence Factors on a Scale Where 5 Stars Represent the Highest Confidence in the Description of this Trait.

TRAIT DESCRIPTIONS

The following is an overview of the 20 different Trait Scales that describe Rick's personality. It will provide you with more insight into each of these traits in order that you can develop in-depth questions during the interview process relevant to the application of these traits to the job for which Rick is applying.

Overall Confidence In The Results of This Report Is HIGH

SCALE #1:
VALUE: 8
Very
Extroverted
Confidence Factor:

Rick is very extroverted and would be very good at making cold calls and being in front of a group of people and being in control. People as extroverted as Rick are very social by nature, and can use this gift as a great asset in many business situations. However, if uncontrolled, he may have a tendency to socialize too much at times which could affect his productivity and the productivity of others. This is an issue worth discussing with him.

SCALE #2:
VALUE: 8
Very Organized

Confidence Factor:

Rick is a very organized person. Everything has its own time and place and Rick will put a great deal of emphasis on keeping things neat and orderly.

SCALE #3:
VALUE: 7
Risk Taker

Confidence Factor:

Rick is willing to take risks in order to achieve goals or obtain benefits or rewards. If his financial situation permits, he will likely be open minded to a position that offers incentives such as commission and/or bonuses. He is confident in his abilities and is more willing to take risks if the rewards are a direct result of his own abilities and not just luck.

SCALE #4:
VALUE: 8
Very Decisive

Confidence Factor:

Rick is a very decisive individual. When a decisive personality like this is put into action, growth is the usual result. Don't be surprised to see that Rick seems to get a lot of things done, due it part to his ability to make decisions relatively quickly and get on with his priorities.

SCALE #5:
VALUE: 8
Very Analytical

Confidence Factor:

This scale puts in perspective the approach Rick will most likely take with issues, tasks and decisions in which he is involved. Analytical traits indicate the need for factual information, where non-analytical indicates his use of intuition, or "gut feel", in addition to, or in place of facts.

Rick is a very analytical person and will require plenty of factual information before he will make a decision, promotes or supports an idea, concept, issue or product. In addition to being analytical, Rick is also a detail oriented person. You can expect him to be very thorough in his analysis of an issue and cover points many other people would not even think of or otherwise overlook.

SCALE #6:
VALUE: 6
Somewhat Adaptable

Confidence Factor:

Rick is generally adaptable and accommodating. He may not rush to adapt to new situations, but he won't drag his feet either. Rick will generally be open to new ideas and concepts.

SCALE #7:
VALUE: 7
Compassionate

Confidence Factor:

Rick is compassionate. He truly cares for others, especially those he perceives are in need and where he can help. Because he is confident in himself, he will try to instill confidence in others who may lack self confidence or be going through some difficulty. Combined with his persuasiveness, he will normally be successful at instilling this confidence and motivating others to be the best they can be.

SCALE #8:
VALUE: 4
Somewhat Deliberate

Confidence Factor:

You will find Rick generally knows what he wants and is deliberate about his actions. He will reasonably plan his approach and execute it accordingly. He is the type of person who will do a pretty good job of planning and executing at least the short term goals the company may set for him.

SCALE #9:
VALUE: 9
Extremely Goal

Rick is extremely goal oriented and very likely has both short and long term goals well defined. Discussing his goals for this job could make an

Oriented
Confidence Factor:

excellent interview point. Find out what he would like to achieve with your organization if he were to be selected for the position. Rick not only defines his goals, but is very motivated by those goals to succeed. He may often be described as the type of individual that keeps his "eye on the prize", an important trait for many jobs.

SCALE #10:
VALUE: 6
Somewhat Proactive
Confidence Factor:
**

Rick is generally proactive, especially when implementing an idea or a program he believes is beneficial. He prefers to be more of a "hands-on" type person but in moderation and won't be the type to try and micro-manage things.

****** - A **CONFIDENCE FACTOR** of 2 Stars indicates that Rick described himself as being much **MORE Proactive** than the **"6"** described above, but **ALSO** more **Reactive** as well. There is a good chance that this may also indicate a **SITUATIONAL** Trait. If it is situational, he will take a much more proactive role in some situations, and in others, handle the situation more reactively. Knowing this possibility exists, you should find out more about what those situations may be and how they may, if at all, affect his performance in the job which he holds or for which he has applied.

Please keep in mind, It is also possible, although somewhat less likely, that he may have answered some of the questions incorrectly in an effort to sway the results in one direction or another. Although it is more likely to be situational, you should consider interviewing carefully on this point to make sure you are satisfied with his answers to your questions regarding this subject.

SCALE #11:
VALUE: 4
Generally Avoids Change
Confidence Factor:
*

Rick will prefer stability in the workplace, but is not so strongly opposed to change that he won't embrace positive changes for the good of the company and his job. He will not normally embrace change for change's sake, so whenever changes to the routine or procedures is necessary, make sure he understands the benefits to him and the company.

***** - A **CONFIDENCE FACTOR** of 1 Star indicates that Rick described himself as embracing change much more than the **"4"** described above, but **ALSO** prefers stability and would avoid change as well. This means he used primarily 1's and 2's when responding to the adjectives on the Profile Form that describe the characteristics of someone who likes change and doesn't mind change being imposed on him on a regular basis. When the system looks at how he responded to the adjectives that describes a person who doesn't like a lot of change and prefers stability, he also responded with several "1" and "2" responses. A response of "1" meant the adjective "very much" described him and a response of "2" would indicate the adjective that described him fairly often. Although the result on this scale was **4**, there is a good chance that this may indicate a **SITUATIONAL** Trait; that is, he is more accepting of change in some situations, and requires more stability in others.

It is also possible, although somewhat less likely, that he may have answered some of the questions incorrectly in an effort to sway the results in one direction or another. Although it is more likely to be situational, you should consider interviewing carefully on this point to make sure you are satisfied with his answers to your questions regarding this subject.

SCALE #12:
VALUE: 5
Generally Patient, Can Become Impatient Under Stress
 Confidence Factor:

Rick is solidly in the middle between being patient and impatient. Although not extreme in either direction, it gives him a functional balance between the two traits. He will generally seem to be patient, but there will be a point where he will feel people might be taking advantage of his patience. In combination with his analytical nature, he will generally have the patience necessary to dig out all the facts about an issue and be very thorough.

SCALE #13:
VALUE: 8
Very Persuasive
 Confidence Factor:

Rick is very persuasive and enjoys being in situations where he can help others see his point or agree with an issue. He will be very open to opportunities where his persuasiveness may dictate his income or position in the company. Commissions may be very welcome in his case as he is willing to take reasonable risks in order to realize the rewards. He has the ability to get almost anyone to believe in him, the company and their products and services. Personalities like his make good sales people, attorneys, presenters, lobbyists, or other positions where success is dependent on the ability to analyze the facts and quickly develop a convincing case to support the conclusion he draws.

SCALE #14:
VALUE: 6
Somewhat Detail Oriented
 Confidence Factor:

Rick is interested in a reasonable level of detail in his work. He won't miss important details often and may at times seek others to help with the details. His analytical nature indicates he enjoys reviewing facts and information and may be even a little more detail oriented than described here.

SCALE #15:
VALUE: 8
Works Very Well Under Stress
 Confidence Factor:

Rick is very good at managing stressful situations. Because he knows how to use it to his advantage, he may welcome opportunities to take on stressful situations that might cause others to run the other way. Overall, he is a good problem solver. "A" personalities, like Rick, are often well equipped for these higher levels of stress in their business and personal life, sometimes to the dismay of their families.

SCALE #16:
VALUE: 9
Extremely Self Confident
 Confidence Factor:

Rick is extremely self confident, and unless humility has been learned, he may appear cocky and arrogant to others, especially if they have a much lower level of personal self confidence themselves. This could be a good interview point to determine if too much confidence could be a problem or an asset to the job. Higher levels of self confidence are very normal for "A" personalities and are just a part of their makeup that helps keep them going, especially when entrepreneurial.

SCALE #17:
VALUE: 5

Rick will seem tolerant at times and somewhat intolerant at others. Much will depend on the circumstances in which he is involved. If pushed too

**Generally
Tolerant But
Don't Push It**

Confidence Factor:

*

hard, he will draw from his intolerant side. Note, that a lower "Confidence Factor" in this case may indicate a wider range of swings between intolerance and tolerance and is very likely situational. This would be an excellent point to discuss in the interview if this is an applicable trait for the job for which he has applied.

* - A **CONFIDENCE FACTOR** of 1 Star indicates that Rick described himself as being much MORE Tolerant than the **5** described above, but ALSO less Tolerant as well. There is a good chance that the Confidence Factor may indicate a **SITUATIONAL** Trait; that is, he is more tolerant in some situations, and somewhat intolerant in others. It is not unusual for even tolerant people to be intolerant of certain situations and the fact that this possibility is revealed here will give you an opportunity to ask some questions in this area and try to find out if any of those situations may adversely affect his job performance. Please note, there are Sample Interview Questions available that address this Trait in the Interview Question section of this report.

It is also possible, although somewhat less likely, that he may have answered some of the questions incorrectly in an effort to sway the results in one direction or another. Although it is more likely to be situational, you should consider interviewing carefully on this point to make sure you are satisfied with his answers to your questions regarding this subject.

SCALE #18:

VALUE: 7

Independent

Confidence Factor:

**

You'll find that Rick is independent and will not want much, if any, supervision beyond what is reasonable for the position. He prefers working alone and needs other people for social aspects rather than "moral support". His confidence and independence can be an asset if you are looking for someone who can take on challenges with confidence and not need someone looking over his shoulder every step of the way. If his immediate supervisor doesn't like to give people reasonably free reign, Rick will probably be uncomfortable and feel smothered. He can stretch his wings and fly very well on his own. He doesn't want to feel like people don't have as much confidence in him as he does himself, especially if those people are his supervisors or managers.

** - A **CONFIDENCE FACTOR** of 2 Stars indicates that Rick described himself as being much MORE Independent than the **7** indicated above, but ALSO as a person who likes to work with other people or groups of people as well. There is a good chance that the Confidence Factor may indicate a **SITUATIONAL** Trait; that is, he is more Independent in some situations, and may, in other situations, feel the need to work with others and possibly need more supervision or direction at times.

It is not uncommon to find a low confidence factor on this scale. An example of why this may occur in some people is they can work very independently when they are very comfortable with the work or tasks

they do, but if they lack confidence, they may require much more supervision and thus be less independent. This may or may not be the case with Rick Royer, but it is a common example. Sample Interview Questions about this can be found in that section of the Personality Profile Report.

It is also possible, although somewhat less likely, that he may have answered some of the questions incorrectly in an effort to sway the results in one direction or another. Although it is more likely to be situational, you should consider interviewing carefully on this point to make sure you are satisfied with his answers to your questions regarding this subject.

SCALE #19:
VALUE: 7
Aggressive
 Confidence Factor:

Rick is aggressive in his approach to dealing with people and issues. This is not uncommon in the "A" personality like Rick. Although aggressive, he is not so aggressive that he appears to be a bully or comes on too strong. He knows when to turn it on and off, but can use it effectively when necessary. If the position he is seeking requires a reasonably aggressive approach, such as in many types of sales, for example, you'll probably find he will meet or exceed your expectations in this area. Being a goal oriented person, Rick will take an aggressive approach to achieving his goals which can include sales or production goals and other responsibilities he may have with the company.

SCALE #20:
VALUE: 8
Excellent Promoter
 Confidence Factor:

Rick is very much a promoter of ideas and concepts as well as the products and services of his company. With his fairly high rating in this area, he may tend to be perceived as having a lot of "hype" by some people, especially the "C" personality type. This may tend to occur if he doesn't seem to have facts to back up what he is promoting. Those who are more toward the skeptical side of this scale will probably doubt what he is promoting unless he can demonstrate what he is saying or show reasonable proof. Therefore, it is important to make sure he is given sufficient training and information about issues so he can speak from a position of strength. His persuasiveness will only go to enhance his ability to communicate ideas and concepts to others and could be very good in sales or other positions that require a very enthusiastic and convincing personality.

NOTE: This report is not designed to recommend, or not recommend, any individual for employment or consideration for a particular job. It is provided solely as a tool to assist those interviewing this candidate to develop more pertinent and in-depth questions while conducting the interview and evaluation process. Your decision should not be based solely on the results of this, or any other similar report. This, and all reports from the Hire Success System should be used according to the System Documentation and all applicable laws.

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HIRE SUCCESS EMPLOYMENT TESTING SYSTEM
PERSONALITY PROFILE
SAMPLE INTERVIEW QUESTIONS

Prepared For:
Rick Sample

4/1/2002

This Hire Success Software Is Licensed to:

Employee Selection and Development, Inc

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E-Mail: president@employeeelect.com - Internet Site: www.employeeelect.com

Primary Personality

Type Is:

"A"

Strength Of This

Personality Is:

29.6%

PLEASE READ: This section of the report provides some practical applications of some of his personality traits and what it may, or may not, mean to you in the workplace.

The questions were developed to assist in the interview and highlight only the personality traits that are very strong toward one end of the trait scale or the other. This is not an implication that there is any problem with having a strong tendency toward that trait, since there is no way for the system to know what you might be seeking from this particular applicant or for the job which he applied.

Questions are also generated if the system's confidence factor is below average or low in any one or more of the Trait Scales. Although the scale value is probably quite accurate, the low confidence indicates Rick tended to describe himself in more extreme terms representing both sides of the scale. That is, he may feel he possesses characteristics that represent traits on both sides of the scale. This is most often the result of viewing these characteristics and traits as "situational"; that is, he could be more like one trait or another on the scale depending on the situation. Though not unusual for people to describe themselves this way, it is good to discuss these situations in the interview so they can be resolved to your satisfaction.

Trait Descriptions
 With Corresponding
 Confidence Factors

**Overall Confidence For This Report Is
 HIGH**

SCALE #1:

**Very
 Extroverted**

Scale Value: 8

Confidence Factor:

Rick is very extroverted and will be very quick to introduce himself to others. If the job requires this type of personality, you may still want to make sure Rick knows how and when to apply this trait, as he may have a tendency to socialize at work.

- **Do you often find you don't seem to have enough time in the day to get everything done you might like?** If "yes", then please expand on this. (What you will want to discover is if he tends to socialize with others, and does that effect his productivity, and perhaps the productivity of others. This would also be a good question to ask previous employers.)

- **When you're around a group of people, especially people you are acquainted with, do you ever find it difficult to just sit back and listen without interjecting your thoughts, ideas and comments?** (Some jobs not only require someone with an outgoing personality, but also require them to be a good listener. You may want to discover if Rick has learned how to be a good listener as well as a good talker.)

SCALE #2:
Very Organized

Scale Value: 8
Confidence Factor:

Rick is a very organized person. Although this can be a beneficial trait in many jobs, you may want to consider asking the following questions:

- **Would you rather have a project done a little late, but with everything in perfect order, or would you consider it more important to turn it in on-time even if it wasn't perfect?** (Sometimes highly organized people may not get as much done because of the time they spend paying attention to details, that in the big picture, may be nice, but not essential. You want to try and find out if this would be a problem or if his organizational skills will help get things done better, faster and more efficiently.)
- **Do you have your own "system" for filing and organizing things in your office?** (Some people are so organized, only they can understand their complex system of keeping everything in its place.)
- (If being considered for a management position:) **How do you feel when people who report to you don't seem to do things as neatly and orderly as you? Do you try to get them to improve their organizational skills?** (What you may want to qualify here, is if he may try to force good people, who aren't as organized, to change their personality to be more like him. In some cases, this can cause problems and conflict and cause productivity, and perhaps morale, to diminish. If this could be the case in the position for which he has applied, be sure and probe even further if you believe this could be an issue.)

SCALE #4:
Very Decisive

Scale Value: 8
Confidence Factor:

Rick is a very decisive individual. In some cases, this may be what you want, but in others, you may need someone who is slower and more methodical in the decision making process. Consider the following questions if they are appropriate for the position for which Rick is being considered.

- **Does it bother you when some people seem to take forever to make a decision?**
- (If "yes" to the above:) **Do you ever tend to go ahead and try and make the decision for them so you can get on with whatever you're doing?** (If he is in a management or supervisory position, you may want to know if his decisiveness could be a problem with the people who report to him, especially if they are very detail oriented.)

SCALE #5:

Scale Value: 8

Very Analytical

Confidence Factor:

Rick is very analytical, which in many cases, can be an asset. However, when taken to an extreme, it is possible to fall into what is commonly described as "analysis paralysis". This is an area you would probably want to consider questioning Rick to discover if you have any concerns in this area.

- **Do you often feel as though you are being rushed or pressured to make a recommendation or decision before you feel you have thoroughly analyzed all of the information and facts concerning the issue? Is so, please explain.** (Try to get him to open up and try to discover if his strong analytical nature will be a benefit or a problem in the position for which he is being considered.)
- **Have you ever missed opportunities because you had not fully evaluated and analyzed the facts and the risks before the decision deadline?** (If you are able to discover instances of this, it is possible that he focuses more on analyzing the facts rather than the opportunity itself, which in many cases, may be what you are looking for. Try to get him to talk about some examples of this if he answers "yes".)

SCALE #9:

Scale Value: 9

Extremely Goal Oriented

Confidence Factor:

Rick is extremely goal oriented and very likely has both short and long term goals well defined. This may only manifest itself as a problem if his goal orientation is so strong that he loses interest in the immediate, tactical issues preferring instead to focus more on the strategic objectives. If you believe this could be an issue in the job for which he is being considered, you may then want to consider the following questions:

- **Do you believe long term goals** (strategic objectives) **are more important than the short-term achievements** (tactical objectives)? (Try to develop some conversation to help determine if he may have a tendency to let the means justify the end.)

SCALE #10:

Scale Value: 6

Somewhat Proactive

Confidence Factor:

**

The following questions are based on the fact that the Confidence Factor for this trait is lower than expected. Although the Scale Value may still be very accurate, questions should be asked to determine if this is the case. Refer to the System User's Manual for details about Confidence Factors.

- **What do you normally do if someone were to make you angry about something they did to you on the job?** (The purpose here, if applicable, is to learn if he reacts in a retaliatory (negative) manner or would take a more positive, proactive approach to solving the problem.)
- **Would you prefer to react to something known or try to prevent something that might not happen?** (Try to develop conversation to verify to what degree he tends to be proactive.)

SCALE #11:

Scale Value: 4

**Generally Avoids
Change**

Confidence Factor:

*

The following questions are based on the fact that the Confidence Factor for this trait is lower than expected. Although the Scale Value may still be very accurate, questions should be asked to determine if this is the case. Refer to the System User's Manual for details about Confidence Factors.

You will want to engage Rick in some conversation to learn to what degree he is comfortable with changes in his work environment. Some people seem to thrive on a lot of change, and it causes stress for others who need to know exactly what is expected of them at any given time and want to work within those guidelines.

- **Do you prefer working in an environment where there is constant change or do you prefer instead to have a more stable, controlled environment where there maybe some change, but only in moderation?**
- **If you had to work in an environment where the "rules" were not well defined, and perhaps you were required to keep changing or modifying the way you had to work, would you view this as exciting and challenging, or would it make you uncomfortable not knowing what to expect?** (Here, you will want to try and draw out any uneasiness with changes that may occur in your particular work environment, or if it is extremely stable, if they will like that or need more variety.)

SCALE #13:

Scale Value: 8

Very Persuasive

Confidence Factor:

Rick is very persuasive. Being persuasive is generally considered a good trait in business, but it can have its "down side". When combined with the "Promoter" score, he may be viewed by some as being a "hype" artist at times. You may want to make sure he is as believable as he is persuasive.

- **Have you ever been told you could convince anybody to do just about anything?** (Here, you'll be looking to see if he says "yes" and is proud of it. This is not necessarily bad, but make sure this is what is needed for the job for which he is being considered.)
- Here's a question to ask previous employers if applying for a sales related position: **"After Rick persuaded a customer to do our buy something, did you ever experience customer dissatisfaction where their expectations were not met by what Rick told them up-front?"** (Here, you want to find out if Rick is so persuasive, he can persuade people to do or buy things they don't really want or need or if the product, for example, didn't meet the expectations Rick set during his presentation.)

SCALE #15:

Scale Value: 8

Rick is good at handling stress and may be the type that "thrives" on stress. If the job has a lot of pressure, this may be what you are looking for, but if so, you may still want to inquire to make sure he

**Works Very Well
Under Stress**

Confidence Factor:

doesn't create stress when little or none exists just because he enjoys those conditions. Others may not.

- **Since you seem to handle stressful situations well and work well under pressure, how do you like a low-key environment where there doesn't seem to be very many demands made on you?** (Just try to determine, to your satisfaction, that he won't get bored or try to create pressure when little or none is present.)
- **Some people seem to think they work best under a lot of pressure. How do you view yourself in stressful situations?**

SCALE #16:

Scale Value: 9

**Extremely Self
Confident**

Confidence Factor:

Rick is extremely self confident, which may be what you are seeking, but you may want to make sure that his self confidence isn't viewed by others as arrogance. Many people with this high level of self confidence know how to manage it so it doesn't turn from a positive into a negative. Consider the following questions:

- **Tell me about the most important qualities or assets you believe you will bring to this job?** (How he responds may provide some insight as to whether or not pride and arrogance seems to be involved, or if he just knows his own talents and traits and is confident they will benefit your company.)
- **How do you feel about people who often seem unsure of themselves?** (Most people won't be as self-confident as Rick and you may want to make sure he doesn't hold a negative view of people who appear to him to lack confidence when compared to his very high level.)

SCALE #17:

Scale Value: 5

**Generally
Tolerant But
Don't Push It**

Confidence Factor:

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The following questions are based on the fact that the Confidence Factor for this trait is lower than expected. Although the Scale Value may still be very accurate, questions should be asked to determine if this is the case. Refer to the System User's Manual for details about Confidence Factors.

- **Have you ever tolerated situations at work that you thought were unfair or improper?** (Try to determine to what degree the situation must escalate before he takes some action.)
- **If you see a co-worker not following proper procedures or company policy, what action would you normally take and when would you normally take that action?** (His reply should give you a reasonable idea as to what he may be willing to tolerate and to what degree.)

SCALE #18:

Scale Value: 7

Independent

Confidence Factor:

The following questions are based on the fact that the Confidence Factor for this trait is lower than expected. Although the Scale Value may still be very accurate, questions should be asked to determine if this is the case. Refer to the System User's Manual for details about Confidence Factors.

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As applied in this system, Independence is one's ability, and often desire, to work alone or with little or no supervision. The opposite of desiring to be independent, or alone, is to be with others, and thus working in a group or in a "team" with people. This is not implying that someone who is Independent can not be a "team player" in the sense of supporting and working for the goals of the "team", but rather prefers doing things their own way, or without being supervised. Therefore, when describing a person who prefers to be in part of a "team" or "group", is indicative that they work better with the support system of others around them for feedback, encouragement, as well as supervision and direction.

With this in mind, you may want to develop some dialog with Rick to be sure you know just how independent he really may be in your work environment. Consider the following questions:

- **Do you prefer to be a supervisor or be supervised?**
- **How do you feel when a manager is always looking over your shoulder and reminding you of what and how you should be doing your work?**
- **Do you feel more comfortable working with or around others for support, encouragement and their ideas and feedback on day to day issues?**

SCALE #20:
Scale Value: 8

**Excellent
Promoter**
Confidence Factor:

Rick is a promoter of ideas, concepts, products and services he believes in and will articulate the positive aspects to nearly anyone who will listen. This is in contrast to the opposite end of this scale, which is "skeptical". The "skeptic" must have everything proven, 100% before endorsing or promoting something, where a promoter, like Rick, may tend to rely on what he hears from others, which may or may not be completely accurate.

Being a strong "Promoter" may be a favorable trait in many positions, perhaps the one for which he is applying. What you may want to inquire about is could he be perceived as promoting "hype" rather than just the solid concepts you want people to hear. Because he is very persuasive as well, these traits can work harmoniously when handled positively, but can backfire at times if he hasn't learned when to turn it off or doesn't appear to know all of the facts. Consider the following questions to make sure he has mastered this trait and sticks closely to the facts.

- **When someone comes along with what sounds like a great idea or opportunity, do you tend to get very excited about it and tell everyone you think might benefit from knowing about it too?** (If he answers "yes", then he may have a tendency to believe what he hears and repeat, and possibly embellish, what he has heard to others. Someone with a bit more "skeptic" in them will probably want to study all of the facts and data before telling anyone else. Try and think of a

situation he may encounter within your own organization and probe further until you are satisfied with his response.

- **Do you enjoy watching people get more and more excited about something you may be telling them about?** (If "yes", you may want to probe further and find out if he gets more excited himself about whatever he is talking about when he sees other's excitement. Determine to your own satisfaction that he won't begin to embellish the facts in order to get people more excited and interested.)

NOTE: This report is not designed to recommend, or not recommend, any individual for employment or consideration for a particular job. It is provided solely as a tool to assist those interviewing this candidate to develop more pertinent and in-depth questions while conducting the interview and evaluation process. Your decision should not be based solely on the results of this, or any other similar report. This, and all reports from the Hire Success System should be used according to the System Documentation and all applicable laws.

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