



***Confidential  
Coaching Report***

*for*

**Jason Sample**

**Customer Service Supervisor  
Demo (Not For Actual Use)**

Monday, October 22, 2010

**Assessments USA & Canada  
[www.Assessments-USA.com](http://www.Assessments-USA.com)  
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## Introduction

The Coaching Report for Jason Sample provides information that can be helpful in managing, motivating, and coaching Jason for increased productivity.

This report reflects the responses provided by Jason Sample when he completed the **Profile XT** assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the “Job Match” pattern for the position. The enlarged segment of the scale shows where Jason scored. If the enlarged segment is dark, Jason is in the “Job Match” pattern; if it is light, he is not. Information about Jason is reported in these five categories:

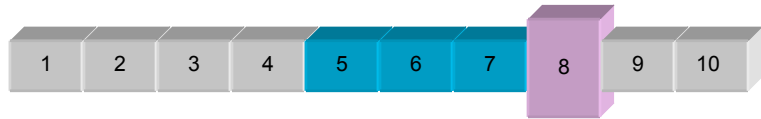
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding Jason and the significance of his scores.
- **Coaching Comments** – Ideas for your consideration when coaching Jason.

Please consult the User’s Guide for additional information on using these results in working with Jason.

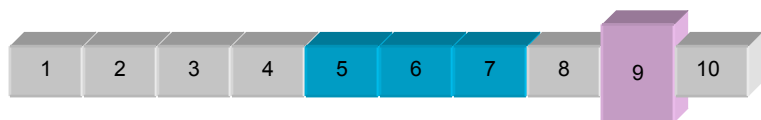
## Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of SUPERVISOR, CUSTOMER SERVICE [Preliminary]. The larger box indicates this individual's score.

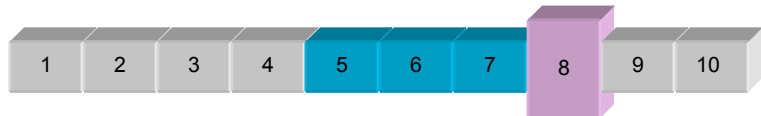
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



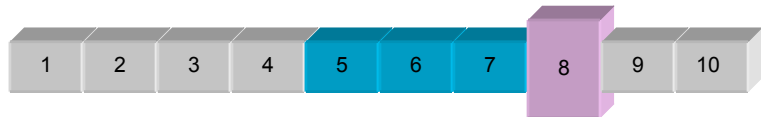
**Verbal Skill** – A measure of verbal skill through vocabulary.



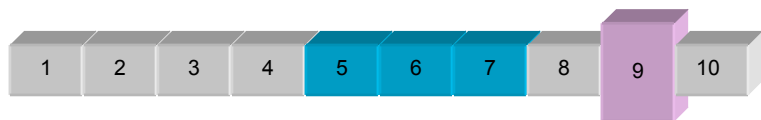
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Numerical Ability** – A measure of numeric calculation ability.

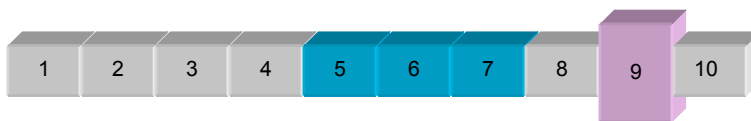


**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.

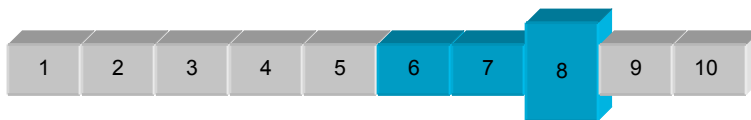


## Profile for Behavioral Traits

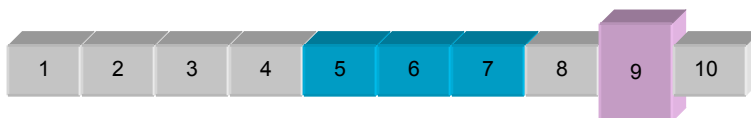
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



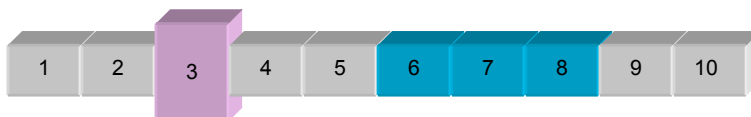
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



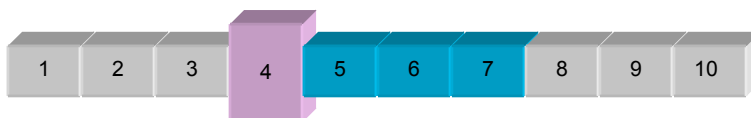
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



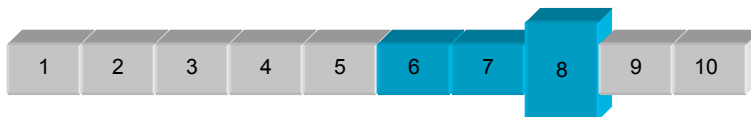
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



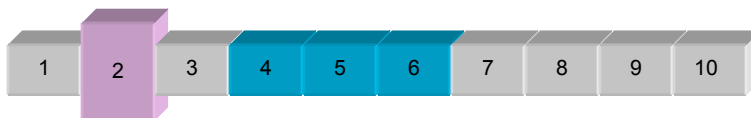
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



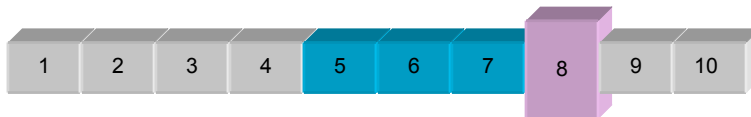
**Decisiveness** – Uses available information to make decisions quickly.



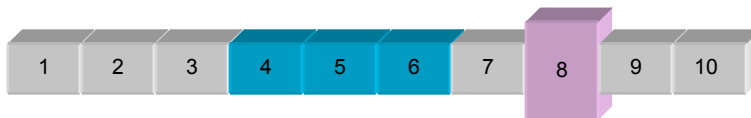
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



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



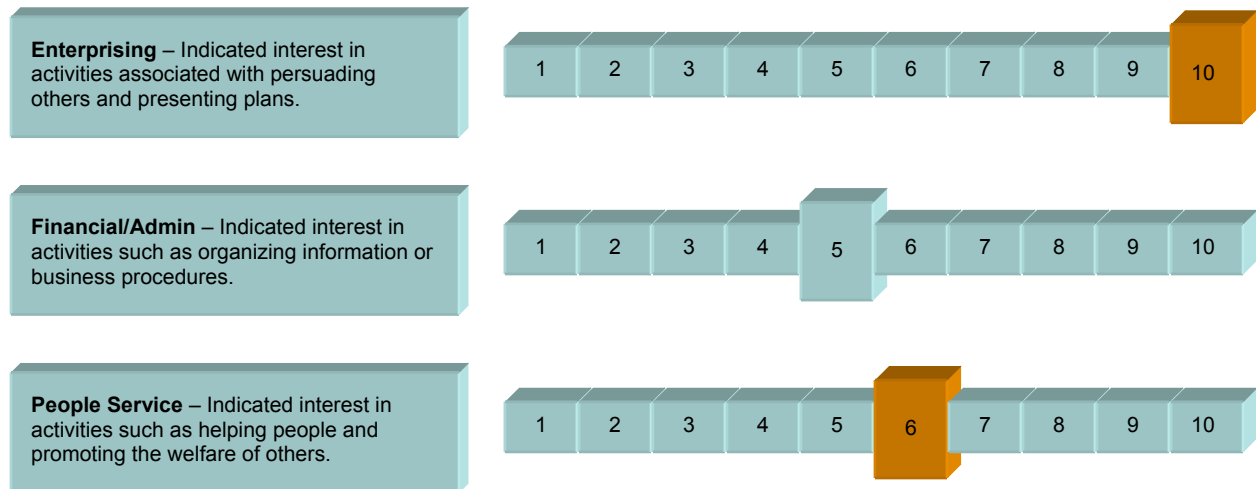
**Objective Judgment** – The ability to think clearly and be objective in decision-making.



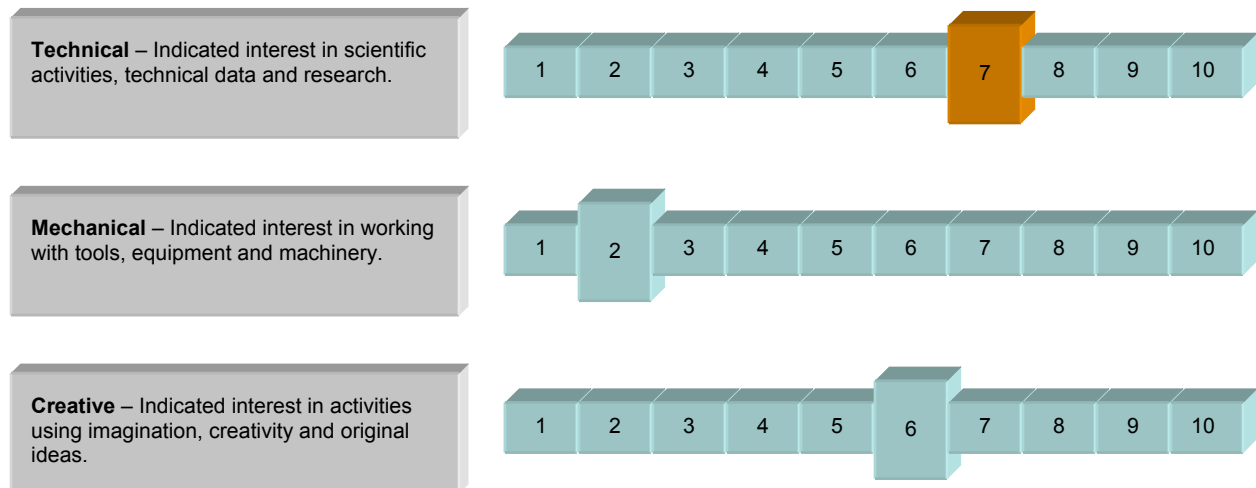
## Profile for Interests

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 Jason in descending order are: **Enterprising, Technical** and **People Service**. **Mr. Sample shares two of these interest areas: Enterprising and People Service**

### Top three Interests for this position



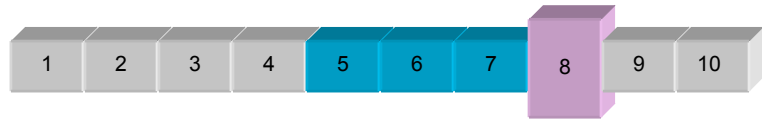
### Interests not relevant to this Position



## A Profile of the Total Person

### Thinking Style

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



**Job Pattern 5-7      Score 8**

- Mr. Sample handles fairly complex tasks with relative efficiency; he has strong problem-solving abilities.
- His assimilation of new information will be better than most individuals in the general population.
- Jason generally learns by paying attention to detail.
- Mr. Sample is an effective learner in most situations.

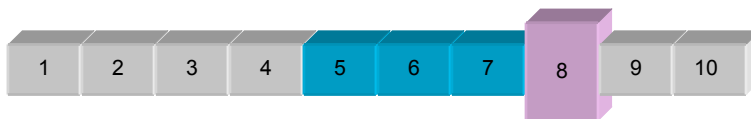
**Verbal Skill** – A measure of verbal skill through vocabulary.



**Job Pattern 5-7      Score 9**

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

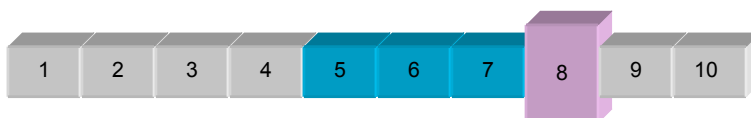
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Job Pattern 5-7      Score 8**

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

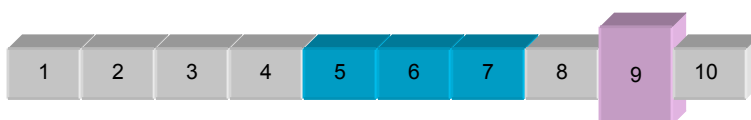
**Numerical Ability** – A measure of numeric calculation ability.



**Job Pattern 5-7      Score 8**

- Mr. Sample has a sound understanding of basic mathematical processes and is able to mentally figure some numeric combinations.
- Jason shows strong potential for developing existing skills with numbers.
- He should be competent in making mental estimations involving numerical data.
- Mr. Sample can build on a basic numerical foundation as the particular calculations required in performing the job become familiar.

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

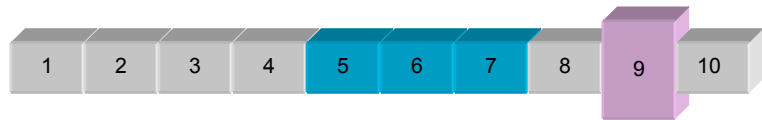


**Job Pattern 5-7      Score 9**

- He will likely have little difficulty in assimilating new information of a numerical nature.
- Mr. Sample should effectively solve numerical problems and mathematical applications.
- Jason rapidly grasps numerical information.
- Mr. Sample is certainly adaptive when handling complex numerical decisions.

## Behavioral Traits

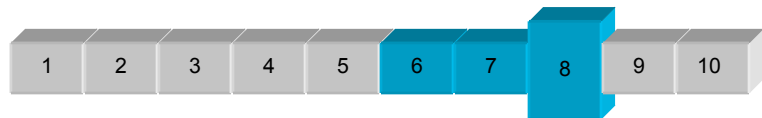
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



**Job Pattern 5-7      Score 9**

- Mr. Sample has an unusually high energy level and probably would not enjoy sedentary work.
- Mr. Sample is a self-starter, an energetic personal producer with a high sense of urgency.
- Mr. Sample enjoys a quick pace and a fast track. He has a strong focus on critical deadlines and timely results.
- He would very likely enjoy positions which call for a high energy level, fast work pace and critical deadlines.

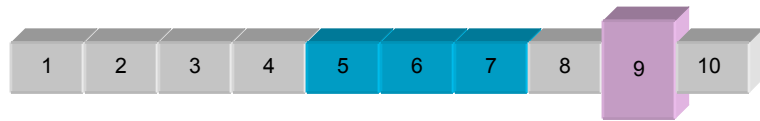
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 6-8      Score 8**

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

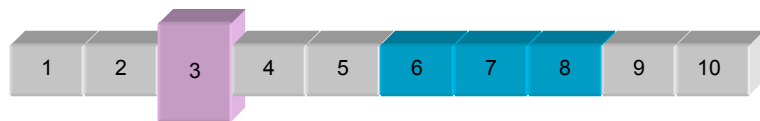
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



**Job Pattern 5-7      Score 9**

- Jason is highly inclined to promote the benefits of teamwork; he likes to confer with others, to involve the team in the discussion of how things will be done.
- He spends a great amount of time interacting with people, engaging them in conversation and being concerned with interpersonal relationships. He would find it extremely difficult to work in isolation from other people.
- Mr. Sample's sociability is highly compatible with establishing a network of contacts. He is open to others, approachable and quick to share feelings and ideas.
- Mr. Sample is quick to initiate relationships and fit in with all types of people.

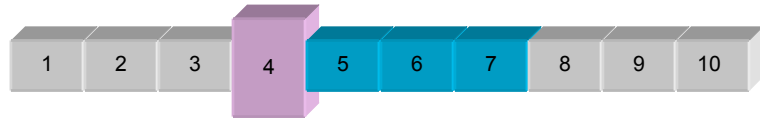
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**Job Pattern 6-8      Score 3**

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

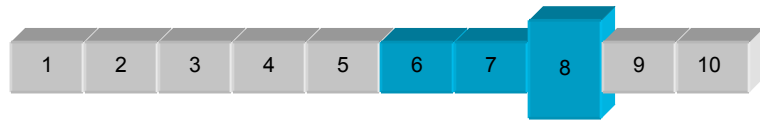
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



**Job Pattern 5-7      Score 4**

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

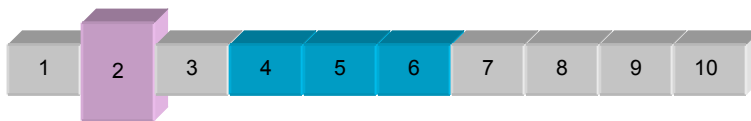
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 6-8      Score 8**

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

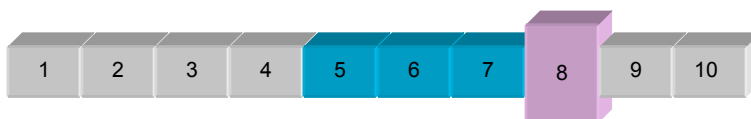
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**Job Pattern 4-6      Score 2**

- Mr. Sample may be more concerned with pursuing his own agenda, rather than assisting others in meeting theirs.
- He will not typically follow the group just to get along with others.
- Jason is more likely to deal directly with unpleasantness, rather than attempting to deflect it.
- Mr. Sample is inclined to tell others what he thinks of them.

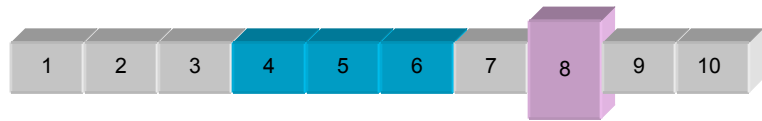
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 5-7      Score 8**

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

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



**Job Pattern 4-6      Score 8**

- Mr. Sample's judgment and decisions should indicate highly consistent usage of his thinking capabilities.
- Jason has a consistent tendency to take an objective view and to adjust judgment as needed to reach accurate conclusions.
- He is highly inclined to make considered judgments, applying experience to current problems and situations.
- Mr. Sample shows sound judgment under pressure.

## Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Mr. Sample are shown here, along with the top three interests for the SUPERVISOR, CUSTOMER SERVICE [Preliminary] position. Note that Jason shares TWO top interests with the requirements of this position.

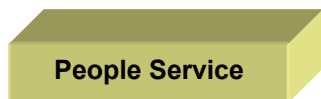
### TOP THREE areas of interest for Jason Sample.



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



Indicated interest in scientific activities, technical data and research.



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

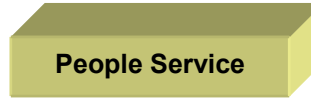
### TOP THREE areas of interest for the position of SUPERVISOR, CUSTOMER SERVICE



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



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



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

Mr. Sample's interest results are focused in the Enterprising, People Service and Technical themes. Enterprising describes activities that involve persuading other people and People Service suggests that this contact with others drives his performance in a positive way. He may be drawn into situations in which he can help people in an advisory capacity. His Technical interests indicate he would prefer an analytically-oriented work setting which also fits with the role of advisor this pattern suggests.

With Enterprising as his primary area of interest, Mr. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. His focus, above all other areas of interest, lies in pursuing objectives in the lively world of business. These kinds of activities motivate him most effectively. Secondly, he is motivated by the Technical aspects of a job. Working with data and drawing conclusions from them helps him to maintain a positive level of motivation on the job. Finally, his interest in People Service activities rounds out his profile. This may not be the central focus of his interests, but these activities are likely to enhance the work experience nonetheless.

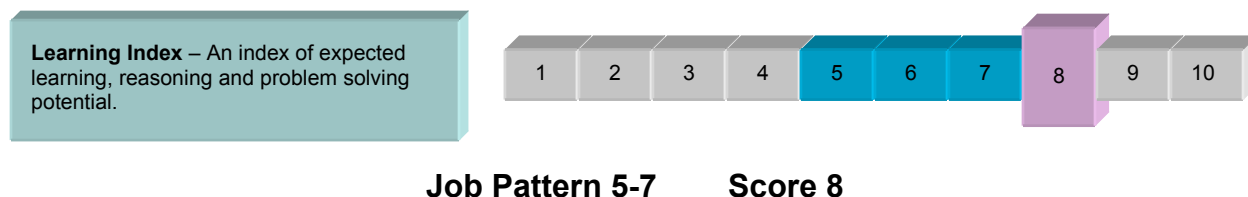
#### **Notice:**

*As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position 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.*

## Coaching Comments

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

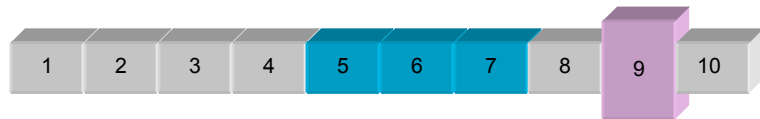
### THINKING



On the Learning Index scale Mr. Sample is above the designated job profile for this position. This suggests that his assimilation of new information is greater than the position typically requires and that he may experience boredom from the requirements of the job. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

- In the training experience, he may initially excel, but a drop in performance can set in if the experience is not sufficiently challenging. A self-paced training program that adapts to the abilities of each participant will not only challenge him, but also make efficient use of his training time.
- Jason will attain skills more readily than most of his coworkers. Offer a challenging training experience to avoid boredom. Adapt the training experience so that high achievers are rewarded with early dismissal or granted extra duties to achieve higher success ratings.
- Encourage his input in business discussions, as he is inclined to apply good number and verbal sense to problem solving. However, consider the effectiveness of his communication of ideas to others, as he may "talk over the heads" of his peers.
- Mr. Sample is highly responsive to training at many levels of complexity. However, this efficient pattern of assimilating information can be the cause of frustration for him if there is little challenge in the training process. Maintain challenging opportunities in training so that he may achieve even higher goals.

**Verbal Skill** – A measure of verbal skill through vocabulary.

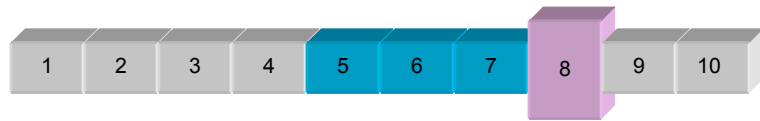


**Job Pattern 5-7      Score 9**

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

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

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

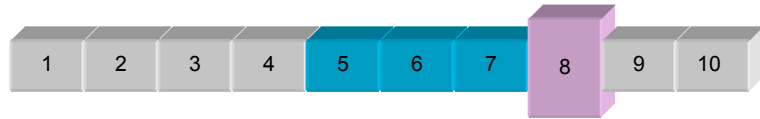


**Job Pattern 5-7      Score 8**

On the Verbal Reasoning scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his ability to process verbal information is greater than the position typically requires and that he may experience frustration over the lack of challenge. Discussions with him should explore the possibility the position may not maintain his interest and/or level of performance.

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

**Numerical Ability** – A measure of numeric calculation ability.

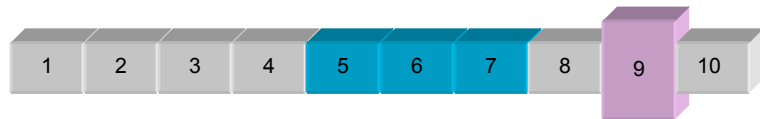


**Job Pattern 5-7      Score 8**

On the Numerical Ability scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his computation of data is more proficient than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of motivation.

- He may express frustration with those who are not as proficient in solving numerical data. Provide your attention to his feelings, but relate the necessity of being diligent and understanding of others.
- In calculating complex figures, he is quite proficient. However, Jason may require instruction on the efficient manner of communication appropriate to convey clear meaning to those with less of a grasp of this kind of information.
- Under stress, Mr. Sample will make decisions based on numerical information with accuracy and speed. However, it may be necessary to observe his level of patience with peers, due to the fact that such a high proficiency is not typical or required of successful individuals in this field.
- Highly proficient in numerical calculation, Mr. Sample should have no difficulty in his duties; but observe the potential for downward trends in motivation, if he requires a challenge in this area.

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



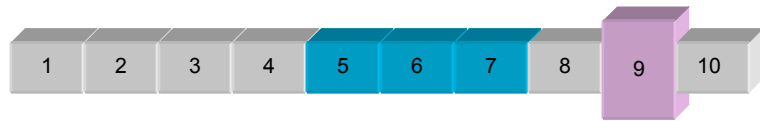
**Job Pattern 5-7      Score 9**

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

- Mr. Sample is far more proficient in processing numerical information, than is required for this position. He may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on his motivational level may be appropriate.
- When making budgetary decisions, Jason 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.
- Mr. 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 his abilities.
- To avoid miscommunications, when Jason is expressing complex numerical information, coach him on proper communication techniques that emphasize a common level of expression.

**BEHAVIORAL TRAITS**

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

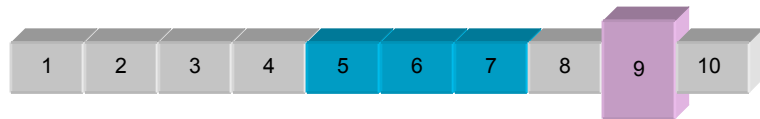


**Job Pattern 5-7      Score 9**

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

- Jason will possibly appear bored at times with the level of effort required for this position. Provide structure to his daily program and reward his 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.
- Mr. Sample may become less productive if he does not feel the job is challenging his high energy level. Create additional assignments that will enhance the productivity of his department and counsel him often to keep aware of his present motivational level.
- Mr. Sample will show a higher than average level of energy than is typical for this position. Provide a workload that fulfills his need for activity and provide an opportunity for him to create new and productive projects that benefit both him and the goals of his department.
- Expect him to complete assignments quickly, but be aware of his motivational level. Communicate with him about ways to make use of his high energy level, as this will help him avoid the boredom which can lead to a decrease in productivity.

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

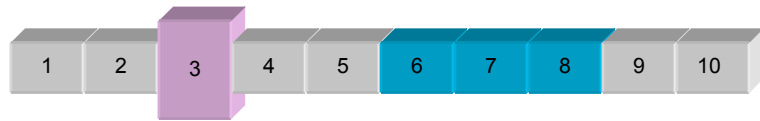


**Job Pattern 5-7      Score 9**

On the Sociability scale Mr. Sample is above the job profile for this Job Match Pattern. This suggests that his cooperative orientation is greater than the position typically requires and that he may find an individualistic and competitive climate overly frustrating. Discussions with him should explore the possibility that he is better challenged by more group oriented work.

- To help Jason develop a more businesslike manner, provide training in the corporate culture of your organization. Stress the importance of this tradition and how it enhances his position in the company.
- Mr. Sample's casual demeanor may frustrate his co-workers. Provide yourself as a model for appropriate office behavior and give feedback for his performance.
- Mr. Sample's easygoing nature may bring frustration to him in the regular business of this organization. To develop a more "thick-skinned" attitude, he may require training in distancing himself from the secondary, casual interactions associated with his work environment.
- To best influence him in appropriate appearance or demeanor in this organization, identify the most influential co-worker among his peers. A friend may be more capable of making a change and the change may be more lasting.

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

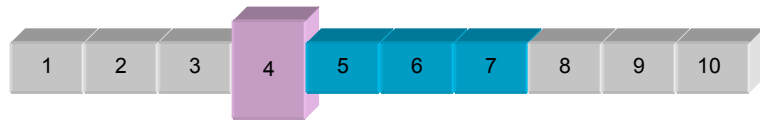


**Job Pattern 6-8      Score 3**

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

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

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

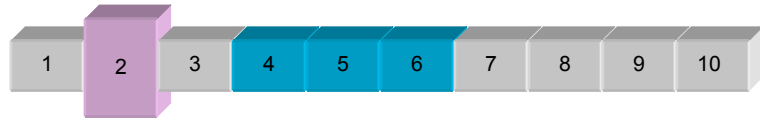


**Job Pattern 5-7      Score 4**

On the Attitude scale Mr. Sample is below the designated job profile for this position. This suggests that his general response to others will be pessimistic compared to the most successful individuals in this position. Discussions with him should explore the possibility that for Mr. Sample, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

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

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

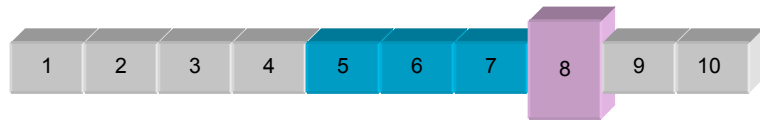


**Job Pattern 4-6      Score 2**

On the Accommodating scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his patience with the opinions of others in the group is less than the position typically requires and that he could have a problem with the capability to resolve differences of opinion in an accommodating way. Discussions with him should explore the possibility that for Mr. Sample, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

- Mr. Sample is likely to defend his personal perspective when accomplishing his work, which may conflict with the work style common to this position. Counter this trend with team assimilation training to improve his ability to more often accept the consensus of the group.
- He is inclined to resist going along just to do so, preferring a more individualistic or competitive approach. Set goals for him that reward cooperative work.
- Jason may become frustrated with the differing perspectives of others when working in a team. Training in stress management and tolerance may provide him with the skills necessary to overcome this issue.
- Jason's focus in his work is toward individual accomplishment. He is not inclined to act with a team orientation. Redirect this thinking by creating a competitive spirit within the team, encouraging Jason to meet individual goals that meet the needs of the group.

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

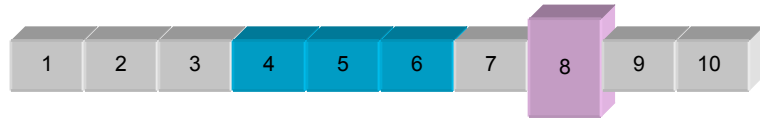


**Job Pattern 5-7      Score 8**

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

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

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



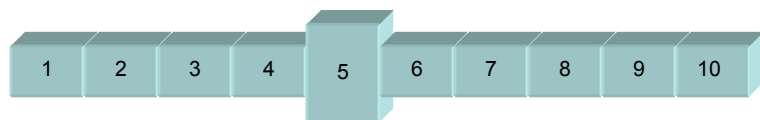
### Job Pattern 4-6      Score 8

On the Judgment scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his decision-making process involves less of a perspective for the "big picture" than the position typically requires. Discussions with him should explore the possibility the position may be too challenging for him to maintain his level of performance which may lead to his frustration.

- Offer Jason more opportunities to make snap decisions based on intuition. Begin with low risk decisions and allow time for him to gain more confidence in this less objective manner of decision making, typical of this position.
- Coach Mr. Sample on the techniques of probing others for information, how to assimilate this information holistically and make a decision based on his overall impressions rather than on simple or basic facts.
- Train him on how to gather information of a subjective manner, like the opinions of team members and subordinates, in order to make decisions that require more intuition on his part.
- Mr. Sample has a tendency to rely more on objective data when making decisions. He needs practice and guidance in using a more intuitive approach. Focus training on looking at information in a more holistic and general way, emphasizing a more personal approach to decision making.

## **OCUPATIONAL INTERESTS**

**Financial/Admin** – Indicated interest in activities such as organizing information or business procedures.



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