



Job Analysis Report
for
Clinical Manager/Director

Wednesday, May 3, 2006

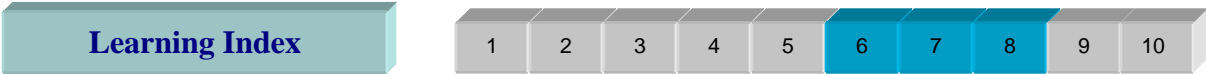
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Last Modified: 5/2/2006 4:04:22 PM

Job Match Pattern Description For Clinical Manager/Director

The shaded boxes on each scale represent the Job Match Pattern for this position. The Employee Description for each scale describes the employee who would fall into the indicated Job Match Pattern. The Scale Description provides insight into the meaning of each scale and will help you understand this employee relative to the scores on each scale.

Thinking Style



Employee Description: Employees who assimilate information within expected norms and can appreciate more complex information processing.

Low	Scale Description – Learning Index	High
<p>Repetition and hands-on learning can be effective in training</p> <p>Achieves best through learning that is specific to the job</p>	<p>This is an index of expected learning, reasoning and problem solving potential; a composite of the scores for Verbal Skill, Verbal Reasoning, Numerical Ability, & Numeric Reasoning.</p> <p>Learning Index is a tool that suggests how to provide an employee training and assign tasks. It is important to target the employee's best thinking mode to encourage better results.</p>	<p>Strong capacity to adapt quickly in a learning situation</p> <p>Typically finds it easy to learn the requirements of a new job situation</p>

Thinking Style (cont'd)

Verbal Skill



Employee Description: Employees who communicate effectively in a variety of settings and can assimilate complex instructions easily.

Low	Scale Description – Verbal Skill	High
<p>Can be slow and deliberate in communicating ideas</p> <p>Most communications are concrete and straightforward</p>	<p>This is a measure of verbal skill through vocabulary. It describes how proficient one is in utilizing words.</p> <p>Verbal Skill is a reliable guide for determining communication style both to and from an employee. Your communications should vary according to the employee's strength in this area.</p>	<p>Capable of precise communication, even under strict time constraints</p> <p>Competent in Making analyses involving written and verbal data</p>

Verbal Reasoning



Employee Description: Employees who can easily analyze complex verbal information and make reliable interpretations.

Low	Scale Description - Verbal Reasoning	High
<p>May require more time to assimilate new information of a verbal or written nature</p> <p>May be less proficient in information gathering techniques</p>	<p>Relates to using words as a basis in reasoning and problem solving. It describes one's ability to process verbal information in order to come to new conclusions.</p> <p>One may expect that the more decision-making required in a job, the greater the need for complex verbal skills.</p>	<p>Strong information gathering ability</p> <p>Assimilates verbal information rapidly</p> <p>Can abstract conclusions from verbal information more proficiently than others</p>

Thinking Style (cont'd)

Numerical Ability



Employee Description: Employees who utilize routine numerical information in their work and who may occasionally be required to perform more complex calculations.

Low	Scale Description - Numerical Ability	High
<p>Using mathematics can be challenging</p> <p>Figuring numerical problems may require the use of a calculator</p>	<p>This is a measure of numeric calculation ability and how well an individual works with numbers.</p> <p>How one scores on this scale should be a sign of how efficient one may be in dealing with numerical calculations in his or her work.</p>	<p>Quick in mentally determining mathematical solutions to problems</p> <p>Demonstrates a sound understanding of basic mathematical processes</p>

Numeric Reasoning



Employee Description: Employees who are reasonably efficient about utilizing numerical data in decision-making and who require little assistance in processing graphic representations of this data.

Low	Scale Description - Numerical Reasoning	High
<p>May overlook the implications derived from a set of numerical data</p> <p>May be comfortable using simple calculations for problem solving</p>	<p>This scale measures an individual's ability to use numbers as a basis in reasoning and analysis.</p> <p>Numerical Reasoning refers to the skills needed to analyze data and extract meaning from a diverse set of numerical information. Utilizing raw data to determine a forecast or projection is a good example of Numerical Reasoning at work.</p>	<p>Demonstrates little difficulty in assimilating new information of a numerical nature</p> <p>Can process numerical data to reach conclusions or understand inferences</p>

Behavioral Scales

Energy Level



Employee Description: Employees who respond well to demands on their time and generally work at a brisk pace.

Low	Scale Description – Energy Level	High
Patient Good with methodical processes Good task focus	<p>Energy Level demonstrates a tendency toward restlessness, activity and drive. This scale deals with issues such as efficiency, time utilization, and a capacity for a fast pace.</p> <p>When the Energy Level of the employee matches the pace of the workplace, their performance should be more effective.</p>	Self starter Multi-tasker Self-motivated

Assertiveness



Employee Description: Employees who are somewhat willing to lead others, but most comfortable when given the chance to take direction from others.

Low	Scale Description - Assertiveness	High
Willing to accept a leader Diplomatic Low need to control others	<p>Assertiveness is identifiable as a measure of generalized confidence. It is often associated with expressed influence and the tendency to take charge of situations.</p> <p>One's desire to influence others is often expressed through Assertiveness.</p>	Comfortable with self expression and leadership Competitive Achievement oriented

Behavioral Scales (cont'd)

Sociability



Employee Description: Employees who are moderately social, motivated by the opportunity to present their ideas and suggestions and are encouraged by the opportunity to work in a team environment.

Low	Scale Description - Sociability	High
Avoids small talk Keeps to one's self Is less likely to be frustrated by a lack of social contact	<p>Sociability is a measure of one's reliance upon interpersonal contacts and work that involves group-oriented endeavors.</p> <p>Sociability speaks to one's need for affiliation and cooperative activities.</p>	Conversational People oriented Comfortable working in a group setting

Manageability



Employee Description: Employees who are effective without direct management, yet welcome some structure and supervision as needed.

Low	Scale Description - Manageability	High
Can be cautious with authority figures Tends to defend point of view Willing to question when not in agreement	<p>Manageability is a measure of how one reacts to the limits placed by authority and one's acceptance of conventional opinion.</p> <p>Some positions may require a strong level of compliance while others expect one to question the status quo. Matching this benchmark implies that the appropriate level of Manageability is met.</p>	Cooperative and agreeable Works within the rules Comfortable with authority

Behavioral Scales (cont'd)

Attitude



Employee Description: Employees who respond appropriately to motivational efforts of management, yet are primarily capable of working without expressing a particularly positive attitude.

Low	Scale Description - Attitude	High
Sometimes skeptical Can be critical of others Often vigilant	<p>Attitude measures the degree one is willing to demonstrate trust toward others. It relates to the tendency to maintain a positive view about people and outcomes.</p> <p>We are speaking specifically about the tendency one has for trusting in the motives of others and the outcomes of our endeavors.</p>	Optimistic Trusting Relaxed social style

Decisiveness



Employee Description: Employees who are capable of making timely responses but are quite comfortable using a methodical approach to make decisions.

Low	Scale Description - Decisiveness	High
Not typically impulsive Prefers a methodical approach Analyzes before making a decision.	<p>Decisiveness reflects how confident one is in accepting the risk of making a decision in a timely fashion using the available information.</p> <p>It also reflects one's willingness to risk failure or misjudgment for the sake of timeliness.</p>	Moves quickly when making decisions Accepts risk in most situations

Behavioral Scales (cont'd)

Accommodating



Employee Description: Employees who tend to respond appropriately to the needs of others but are not required to maintain an expression of accommodation in their routine duties.

Low	Scale Description - Accommodating	High
<p>Can seem too firm</p> <p>May be disagreeable on occasion</p> <p>Will not typically follow the group just to get along with others</p>	<p>Accommodating is often associated with a concern for group accountability. A willingness to consider the needs of all group members and be a good team player.</p> <p>While some jobs require an individual to be consistently cooperative and easygoing, other positions require a more persistent and headstrong style of work.</p>	<p>Cooperative</p> <p>Harmonious</p> <p>Likeable</p>

Independence



Employee Description: Employees who are moderately independent yet can accept necessary supervision and structure.

Low	Scale Description - Independence	High
<p>May seek support</p> <p>Cautious or reserved</p> <p>Accepts supervision easily</p>	<p>Independence defines the manner in which an individual prefers to be directed by others and one's potential to accomplish tasks with minimal supervision.</p> <p>It is the tendency to be either self-reliant or to seek out guidance before taking action.</p>	<p>Adventurous</p> <p>Slow to follow</p> <p>Likes to set own direction</p>

Behavioral Scales (cont'd)

Objective Judgment

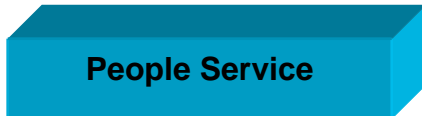


Employee Description: Employees who are effective when able to make decisions based more on intuition than objective measures.

Low	Scale Description - Objective Judgment	High
Subjective Will follow a hunch Not overly bound by systematic thinking	The Objective Judgment scale reflects a willingness to make use of reason and logic versus intuition. This may be referred to as the balance between thinking through a situation or going with one's feelings. The Objective Judgment scale describes the problem solving style people take in their work. One should realize that this is not a measure of intelligence, but how one approaches making solutions.	Comfortable with a logical approach Unemotional thinking

Occupational Interests

The Interest section assesses a person's relative concentration between the six interest areas for the Job Match Pattern under consideration. The top three interests in descending order are: **People Service**, **Creative** and **Technical**. The other three interests, Enterprising, Financial/Admin and Mechanical have no impact on this position.



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



Creative – Indicated interest in activities using imagination, creativity and original ideas.



Technical – Indicated interest in scientific activities, technical data and research.

Employee Description: For employees in this position, the interest results are focused in the Creative, Technical and People Service themes. This is the pattern of an individual who enjoys the creative aspects of dealing with people and technology or theories. One would expect such an individual to be drawn toward technical opportunities, especially as such technical information applies to the service and improvement of people's lives. They are likely to be attracted to the opportunity to use creative thinking toward such endeavors.

Graphic Summary

Clinical Manager/Director

Creation Date: 5/2/2006 4:04:22 PM

Thinking Style

Learning Index						6	7	8		
Verbal Skill							7	8	9	
Verbal Reasoning							7	8	9	
Numerical Ability						6	7	8		
Numeric Reasoning					5	6	7			

Behavioral Traits

Energy Level					5	6	7	8		
Assertiveness		2	3	4	5					
Sociability						6	7	8		
Manageability			3	4	5	6				
Attitude			3	4	5					
Decisiveness			3	4	5	6				
Accommodating				4	5	6				
Independence				4	5	6	7			
Objective Judgment		2	3	4	5					

Occupational Interests

Interests Ranking

Top three interests for this position

People Service										
Creative										
Technical										

Lowest three interests for this position

Enterprising										
Financial/Admin										
Mechanical										

The Job Matching process for Interests is concerned with the top three interests of a Job Match Pattern and how closely a candidate's top three interests match. The three top interests for this Pattern are indicated and ranked from top to bottom.