



***Confidential
Coaching Report***

for

Richard G Davis

HUMAN RESOURCE MANAGER

Friday, October 29, 2004

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Pattern Date: 10/12/2004 12:02:52 PM

Introduction

The Coaching Report for Richard G Davis provides information that can be helpful in managing, motivating, and coaching Richard for increased productivity.

This report reflects the responses provided by Richard G Davis 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 Richard scored. If the enlarged segment is dark, Richard is in the “Job Match” pattern; if it is light, he is not. Information about Richard is reported in these five categories:

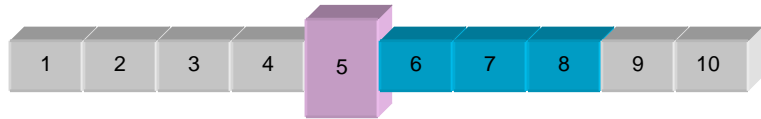
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile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

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

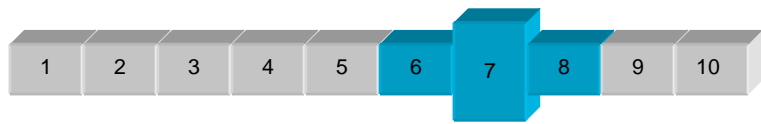
Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of HUMAN RESOURCE MANAGER. The larger box indicates this individual's score.

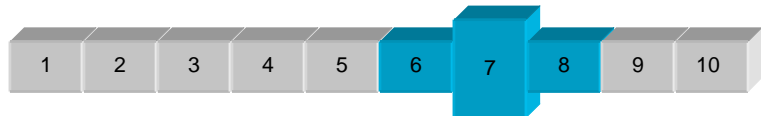
Learning Index – An index of expected learning, reasoning and problem solving potential.



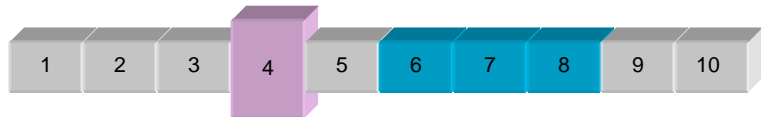
Verbal Skill – A measure of verbal skill through vocabulary.



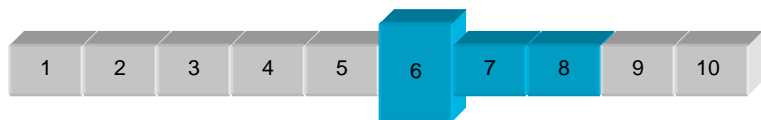
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.

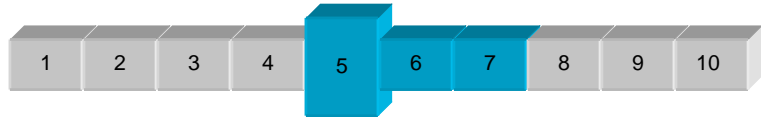


Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

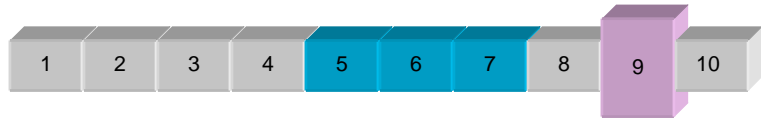


Profile for Behavioral Traits

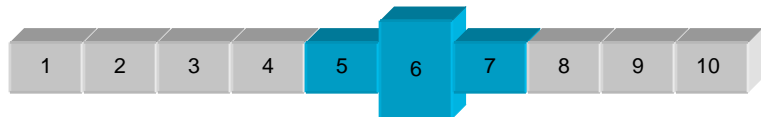
Energy Level – Tendency to display endurance and capacity for a fast pace.



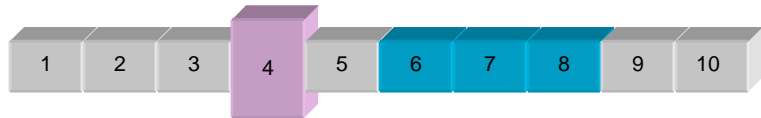
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



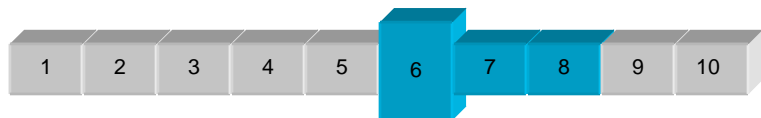
Sociability – Tendency to be outgoing, people-oriented and participate with others.



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



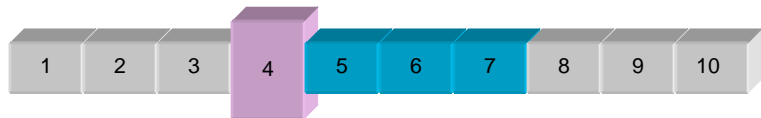
Attitude – Tendency to have a positive attitude regarding people and outcomes.



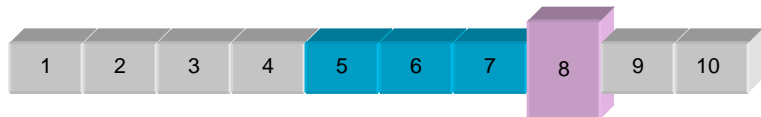
Decisiveness – Uses available information to make decisions quickly.



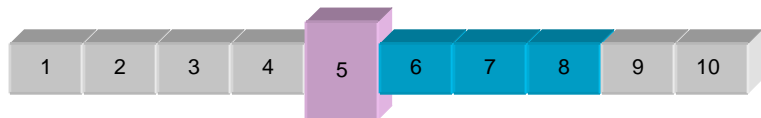
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



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



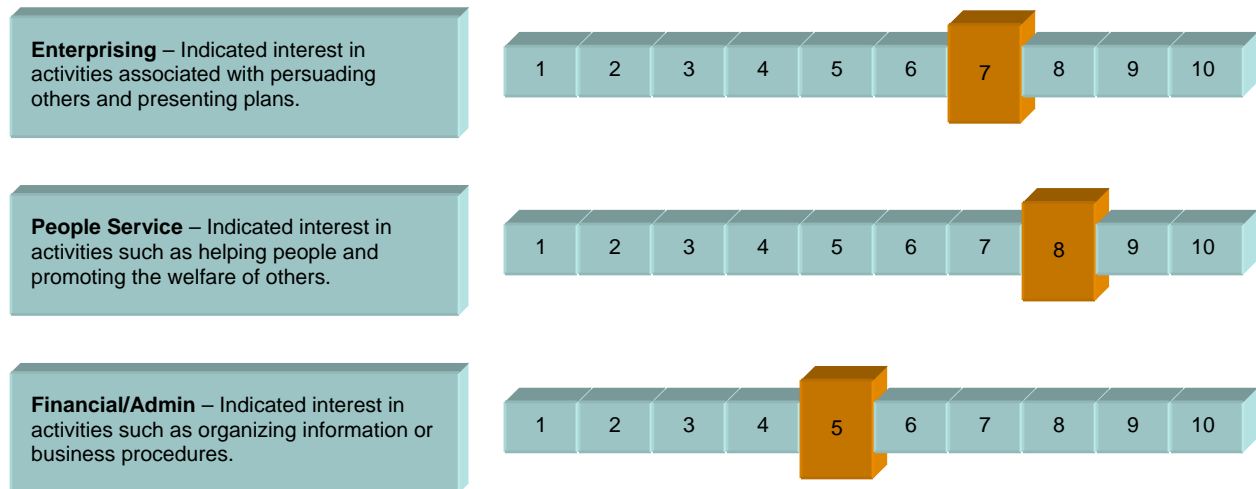
Objective Judgment – The ability to think clearly and be objective in decision-making.



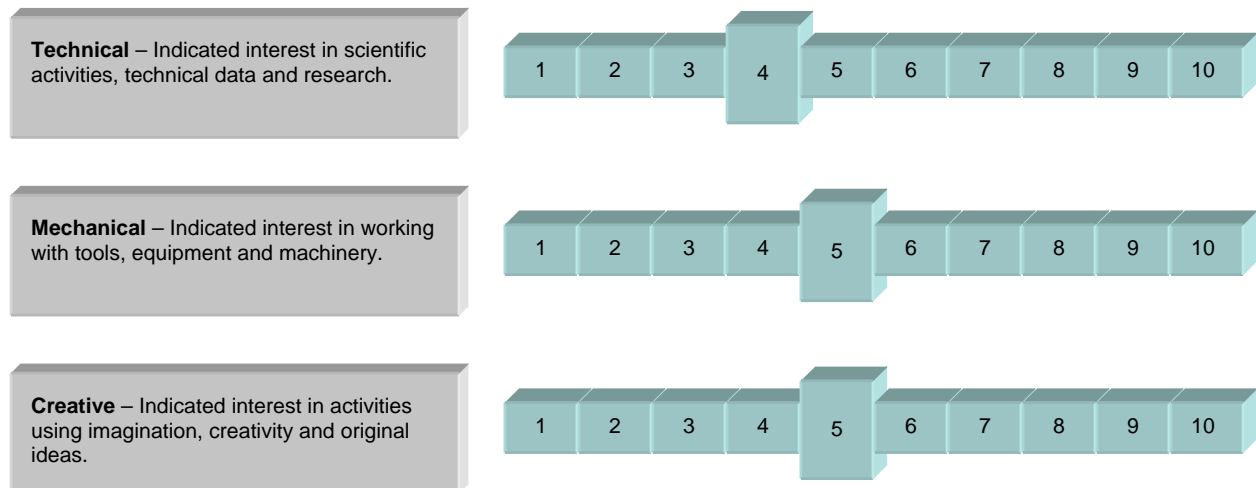
Profile for Interests

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

Top three Interests for this position



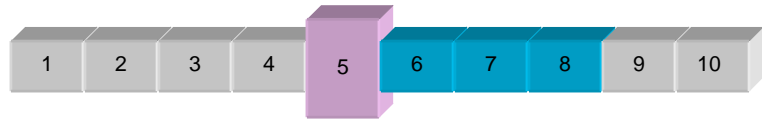
Interests not relevant to this Position



A Profile of the Total Person

Thinking Style

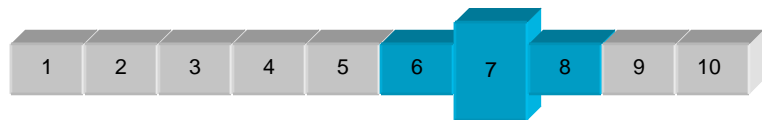
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 6-8 Score 5

- He is generally adaptive in the intellectual sense.
- Richard's overall learning index is above average and suggests a good potential for quickly learning new information.
- Upon completing a new training program, Mr. Davis should pick up new concepts easily.
- Overall, Mr. Davis may be expected to complete a typical training program with adequate success.

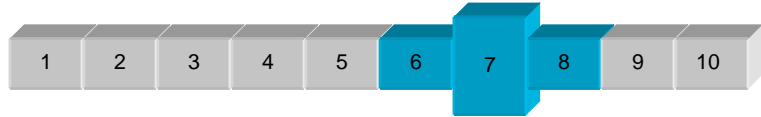
Verbal Skill – A measure of verbal skill through vocabulary.



Job Pattern 6-8 Score 7

- Mr. Davis should be competent in making analyses involving written and verbal data.
- He has a sound understanding of basic communication processes.
- Richard can build on his basic foundation as the particular communication skills required in performing the job become familiar.
- Mr. Davis shows strong potential for developing his existing communication skills.

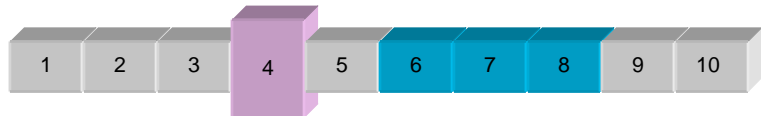
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Job Pattern 6-8 Score 7

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

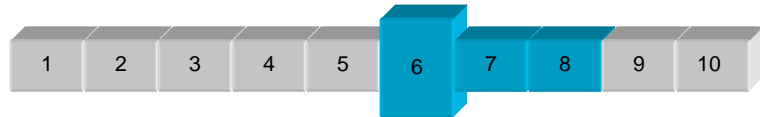
Numerical Ability – A measure of numeric calculation ability.



Job Pattern 6-8 Score 4

- Mr. Davis may initially need extra time in mentally computing numerical information.
- Richard may not have had much recent opportunity to use numbers in work.
- He may require a calculator or computer to handle some numerical problems.
- With training and experience Mr. Davis should be able to more quickly and accurately carry out mathematical functions as they apply to the job.

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

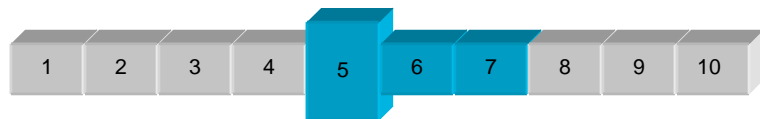


Job Pattern 6-8 Score 6

- Richard should not require additional time or repetition to accomplish numerical learning.
- Mr. Davis should be able to complete the mathematical parts of the training process with little difficulty.
- He may prefer calculators for more complex mathematical calculations.
- Mr. Davis's ability to assimilate information that is mathematical or numerical in nature is sufficient at a general level.

Behavioral Traits

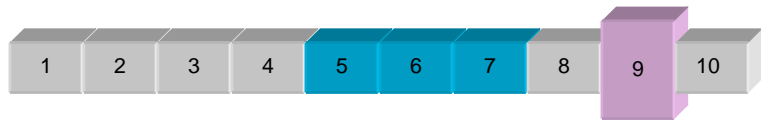
Energy Level – Tendency to display endurance and capacity for a fast pace.



Job Pattern 5-7 Score 5

- Mr. Davis is capable of taking action in a timely manner.
- He is moderately energetic; his work pace will show few peaks and valleys.
- Mr. Davis generally focuses on timely results.
- Mr. Davis acts with a sense of urgency under routine conditions.

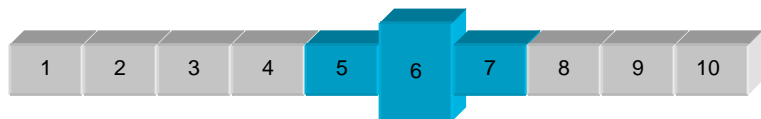
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 5-7 Score 9

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

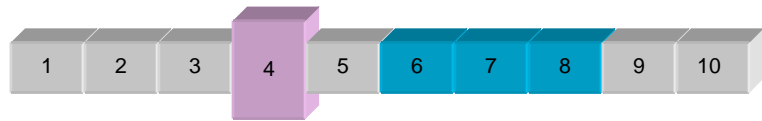
Sociability – Tendency to be outgoing, people-oriented and participate with others.



Job Pattern 5-7 Score 6

- Richard prefers democratic supervision, in which two-way dialogue is encouraged.
- Mr. Davis is moderately sociable. He tends to be aware of the necessity for keeping lines of communication open.
- He works to foster good relations across departments, maintains friendly contact and keeps up with the issues of common concern.
- Mr. Davis is generally inclined to promote the benefits of teamwork, to involve the team in the discussion of how things will be done.

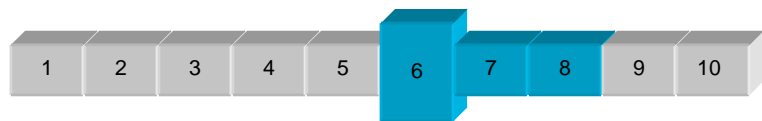
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Job Pattern 6-8 Score 4

- He has an attitude typical of most people regarding authority and rules, with a generally cooperative interpersonal style.
- Mr. Davis relates to authority in a respectful and cooperative manner in most routine situations. He may occasionally express a need for more personal freedom.
- Mr. Davis relates to most directives in a generally cooperative and accommodating manner. He may resent high-pressure leadership.
- Richard demonstrates a generally accommodating interpersonal style. He can usually work smoothly with others.

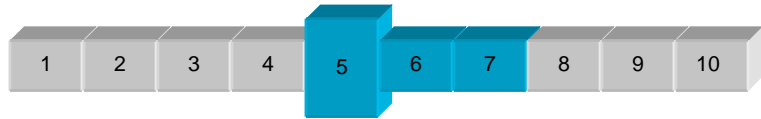
Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 6-8 Score 6

- Mr. Davis demonstrates a positive attitude regarding changes in policies and guidelines.
- He is usually enthusiastic about risk, change and unexpected challenges.
- Richard has positive expectations for the outcome of problems and difficult situations.
- Mr. Davis has a tendency to trust most people.

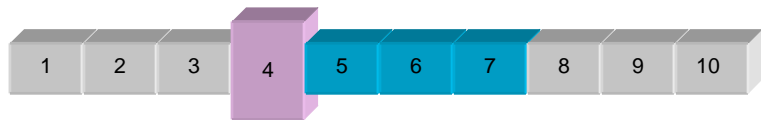
Decisiveness – Uses available information to make decisions quickly.



Job Pattern 5-7 Score 5

- Mr. Davis is capable of responding to an emergency and of solving problems in a timely manner.
- He is not inclined to delay important decisions.
- Mr. Davis is typically decisive and inclined to act. He can be effective in positions which require timely results.
- Richard stands firm on some decisions and may not be inclined to back down once a decision is made, unless under pressure.

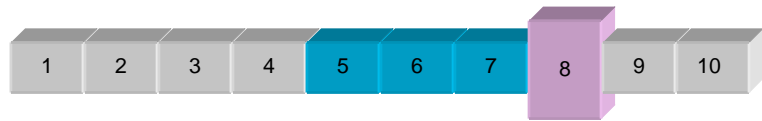
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Job Pattern 5-7 Score 4

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

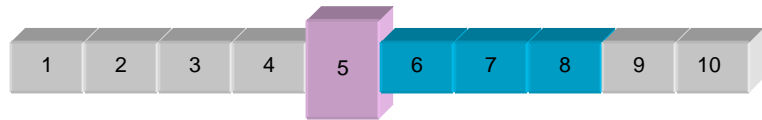
Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



Job Pattern 5-7 Score 8

- He is highly independent, possibly requiring firm supervision and clearly defined guidelines.
- Richard is an independent worker who prefers minimal guidance and coaching.
- Mr. Davis 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. Davis 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 6-8 Score 5

- Mr. Davis's conclusions have a tendency to be inconsistent when pressured.
- Mr. Davis's decisions might not consistently indicate sound judgment and common sense.
- Richard's judgment is compatible with concrete situations and tangible data.
- Mr. Davis's judgment is compatible with fairly simple, routine problems and decisions.

Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Mr. Davis are shown here, along with the top three interests for the HUMAN RESOURCE MANAGER position. Note that Richard shares ALL top interests with the requirements of this position.

TOP THREE areas of interest for Richard Davis.



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



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

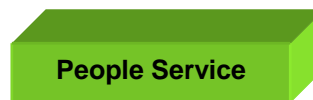


Indicated interest in activities such as organizing information or business procedures.

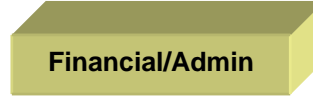
TOP THREE areas of interest for the position of HUMAN RESOURCE MANAGER.



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



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



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

Mr. Davis's interest results are focused in the Financial, People Service and Enterprising themes. This indicates that he should be motivated to attend to the detailed aspects of a position while focusing on profit issues. His interests help to balance the administrative side of work with the competitive. His motivation for working with others complements leading or facilitating teams as well as encouraging them.

With People Service as his primary area of interest, Mr. Davis is likely to seek out activities that involve working with and serving others, whether team members, the company or customers. As his main area of interest, these kinds of activities will do best to motivate him. Secondly, he is motivated by the entrepreneurial world of business, as seen in his interest in the Enterprising area. Sales and leadership roles may serve to enhance his motivation on the job. Finally, his interest in Financial/Administrative activities rounds out his profile. While organizing information or keeping records and balancing budgets may not be the central focus of his motivation, these activities play a part in his interest profile.

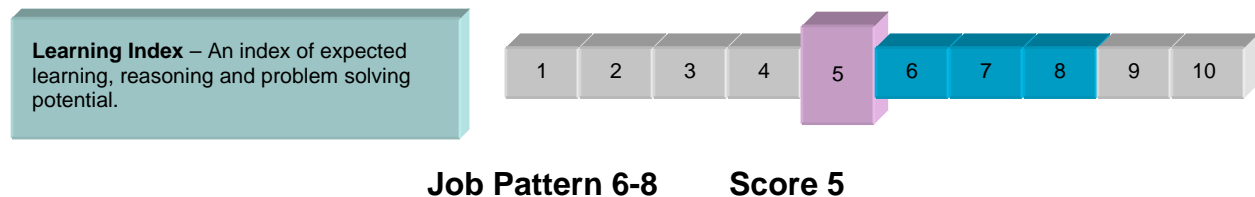
Notice:

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

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

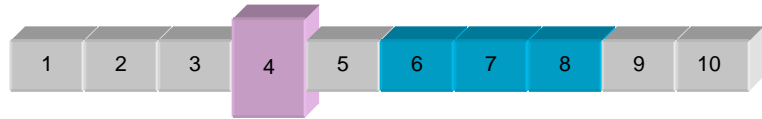
THINKING



While Mr. Davis achieved a Learning Index score comparable to most people, it is below the designated Profile for this Job Match Pattern. This suggests that his ability to learn new information is moderately challenged in light of what the position typically requires. Discussions with him should determine his motivation for participating in training and what forms of training are most effective for him.

- Encourage Mr. Davis to apply great effort during the more challenging phases of a training program and recognize him for his diligence.
- In complex training experiences, observe Mr. Davis's performance, moderating the efficiency of his learning process to review weak areas. Time "lost" in review can be recovered by utilizing shorter periods on more familiar information.
- Most training will pose no problems for him, but be observant of the more challenging areas and adapt your training pace to accommodate any special needs.
- In areas of particular challenge, Richard may benefit by a "practice makes perfect" ideology. Focus on challenging areas and reinforce his positive development.

Numerical Ability – A measure of numeric calculation ability.



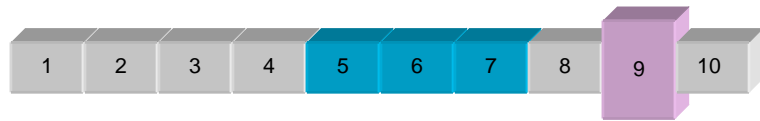
Job Pattern 6-8 Score 4

On the Numerical Ability scale Mr. Davis is below the designated job profile for this position. This suggests that his numeric calculation ability is less than the position typically requires and that he could have a problem with figuring data and computing formulas. Discussions with him should determine Richard's potential for training, otherwise the position may be overly challenging and could lead to frustration.

- Observe Richard's performance in calculating numerical data. Aid him as needed with a mentor or formalized training as needed.
- He may become frustrated by tasks involving the calculation of data. Provide training in appropriate mathematical areas and give consistent feedback.
- To facilitate his development, you will need to have Richard trained in fundamental mathematics relevant to his work.
- Mr. Davis requires additional time to process numerical information. Provide assistance in the form of available tools to aid in calculations.

BEHAVIORAL TRAITS

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

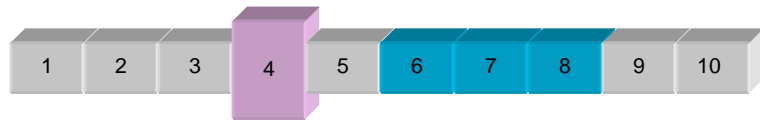


Job Pattern 5-7 Score 9

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

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

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

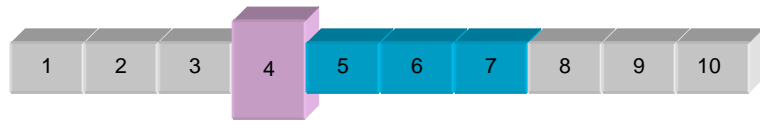


Job Pattern 6-8 Score 4

On the Manageability scale Mr. Davis 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.

- To confront an attitude of opposition to organizational policies or procedures, clarify the options available for Richard's behavior and the specific consequences of his choices.
- 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.
- It may be frustrating for Mr. Davis 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.
- If Richard 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.

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

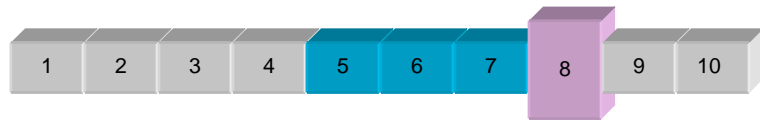


Job Pattern 5-7 Score 4

On the Accommodating scale Mr. Davis 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. Davis, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

- 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.
- Richard'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 Richard to meet individual goals that meet the needs of the group.
- Richard 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.
- Mr. Davis 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.

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

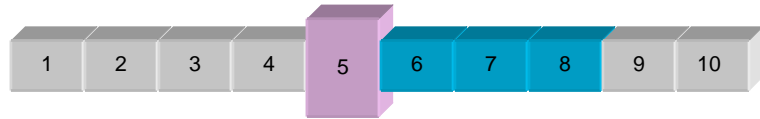


Job Pattern 5-7 Score 8

On the Independence scale Mr. Davis 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. Davis some breathing room, to let off the pressure he experiences from supervisory attention. Remain authoritative without becoming authoritarian and rigid.
- Due to his self-reliance, you may rarely hear feedback from Richard. Maintain open communication with him to foster a more appropriate supervisory relationship. Listen to him when he appears frustrated and recognize his positive performance.
- Richard'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.
- Mr. Davis 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 6-8 Score 5

While Mr. Davis achieved a Judgment score comparable to most people, it is below the designated Profile for this Job Match Pattern. This suggests that his objectivity in making decisions is moderately less than the position typically requires. Discussions with him should explore the possibility that for Mr. Davis, the position may require greater practicality and could lead to a reduction in his level of performance.

- Provide training that allows Mr. Davis to identify the potential sources of bias that occur in day to day decision-making. Give feedback when needed so that he can track his progress and adjust his techniques.
- Coach him on how to discern useful information from a mass of input so that fast decisions can be made while emphasizing the facts and not assumptions.
- When fast decisions must be made, Richard has the capacity for ignoring objective data. Training should focus on dealing with the stresses involved and on assimilating a thorough and time-efficient collection of the necessary information, even if on a deadline, so that he can make timely and objective decisions.
- On occasion, Mr. Davis may become frustrated with the necessity to apply hard facts to his decision making process. Encourage him to take the time to review all the information before coming to a decision. In time, this practice will become easier and more efficient.