



***Confidential  
Placement Report***

***for***

**Richard G Davis**

**HUMAN RESOURCE MANAGER**

Friday, October 29, 2004

**McClain Group, LLC  
705-B Street Andrews Blvd.  
Charleston, SC 29407  
843-225-2840**

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

# Introduction

This report provides information about Richard G Davis, presented in a manner to help you judge his match with a selected position in your organization. Every employable person will match some positions better than other types of work.

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” target. 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:

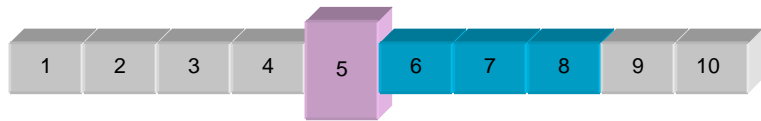
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding Richard and the significance of his scores.
- **Interview Questions** – Suggested interview questions for acquiring additional information that could be helpful in judging suitability for this position.

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

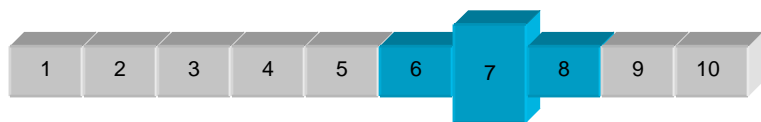
## Profile for Thinking Style

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

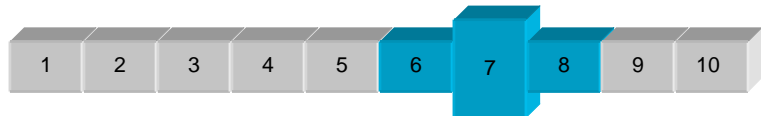
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



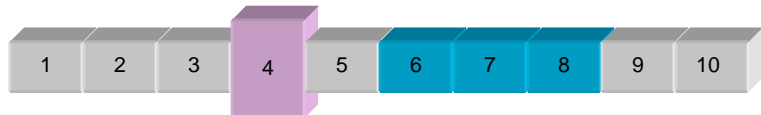
**Verbal Skill** – A measure of verbal skill through vocabulary.



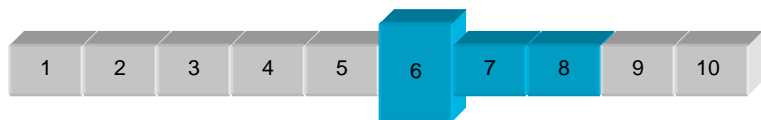
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



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



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

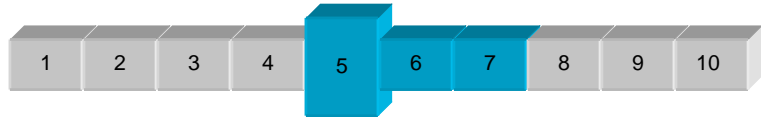


**83%** match with Thinking Style Pattern for the HUMAN RESOURCE MANAGER position.

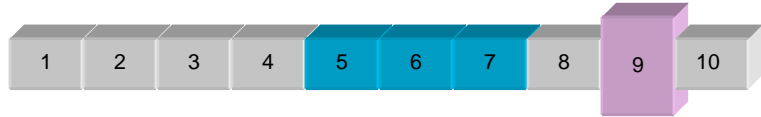
Richard G Davis has a **83%** overall match for the HUMAN RESOURCE MANAGER position.

## Profile for Behavioral Traits

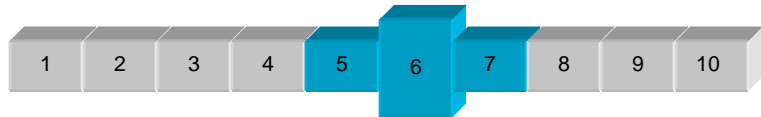
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



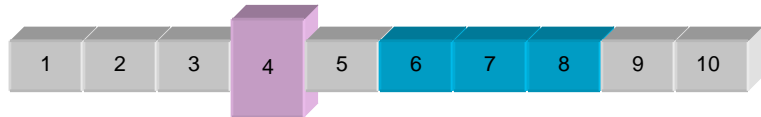
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



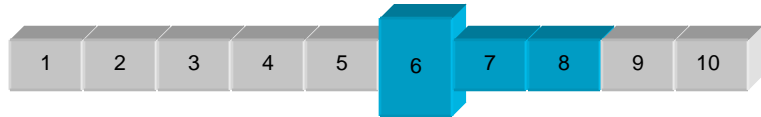
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



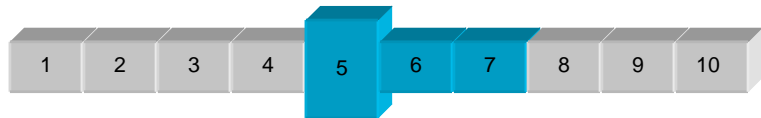
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



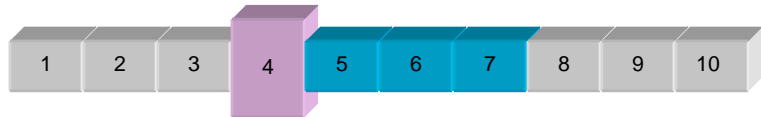
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



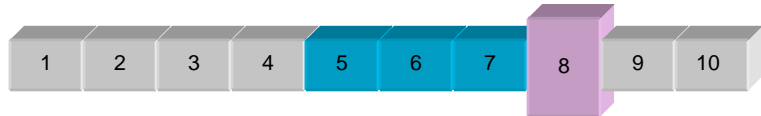
**Decisiveness** – Uses available information to make decisions quickly.



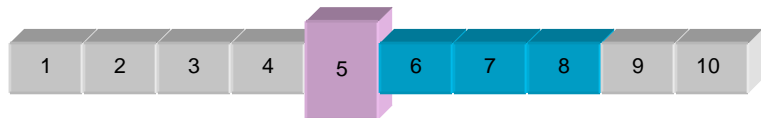
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**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.



**78% Behavioral Traits Pattern match for the HUMAN RESOURCE MANAGER position.**

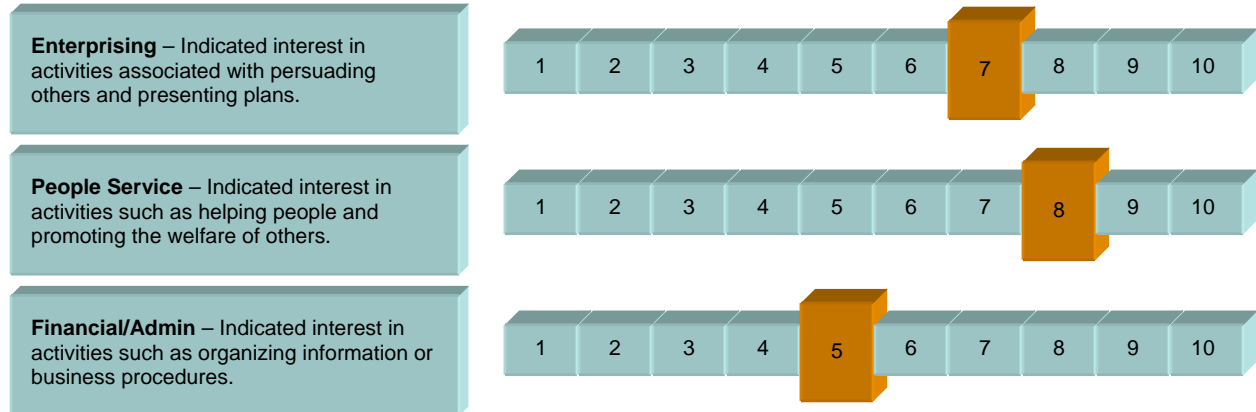
**Richard G Davis has a 83% overall match for the HUMAN RESOURCE MANAGER position.**

The Distortion Scale Score on this assessment is **9**. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

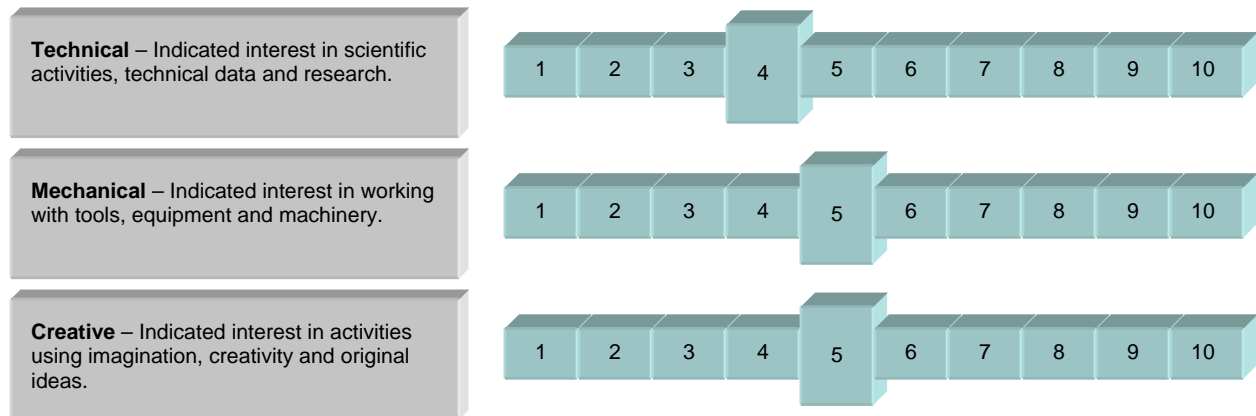
## Profile for Interests

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



When the top three interests are in common, the Job Match Percentage is greater than if there are fewer than three in common.

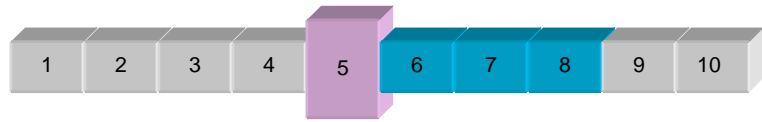
**Richard G Davis has an 93% match with Interest Pattern for the HUMAN RESOURCE MANAGER position.**

**Richard G Davis has an overall match of 83% for the HUMAN RESOURCE MANAGER position.**

## The Total Person

This part of the report discusses the results for Richard Davis on each of the scales in all three sections. The reported scores relate to the working population in general, and not to any specific Job Match Pattern.

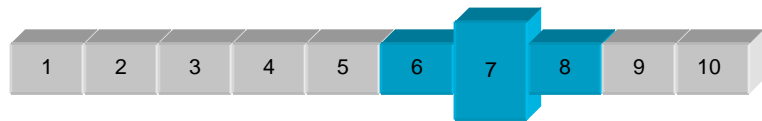
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**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.

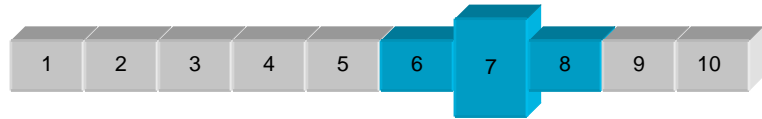
**Verbal Skill** – A measure of verbal skill through vocabulary.



**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.

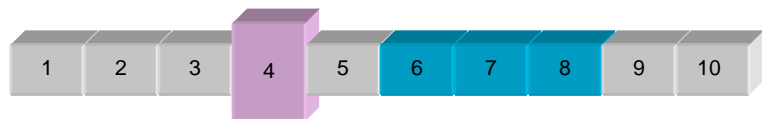
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**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.

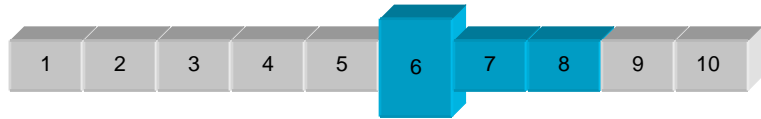
**Numerical Ability** – A measure of numeric calculation ability.



**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.

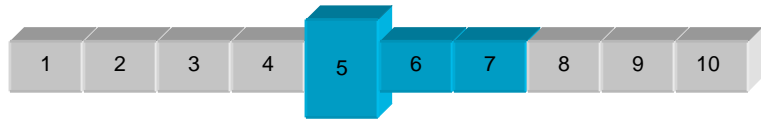
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**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.

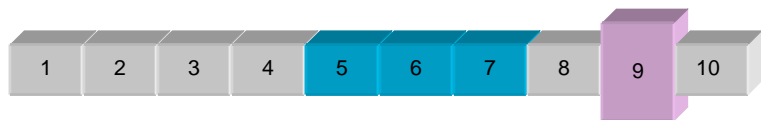
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



**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.

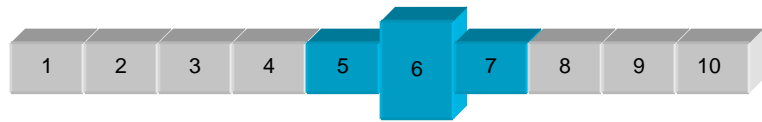
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**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.

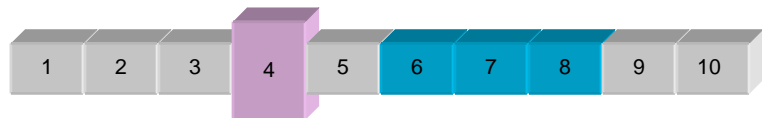
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



**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.

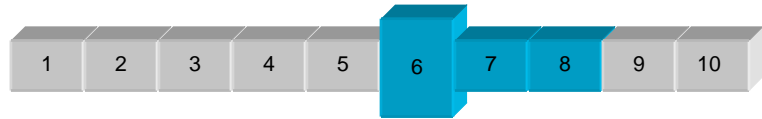
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**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.

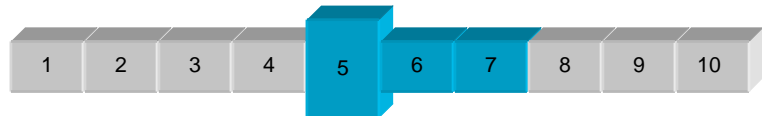
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



**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.

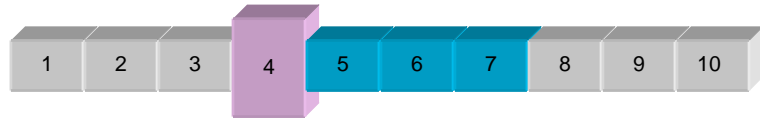
**Decisiveness** – Uses available information to make decisions quickly.



**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.

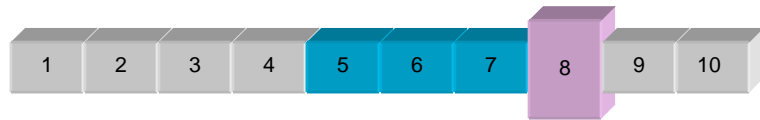
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**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.

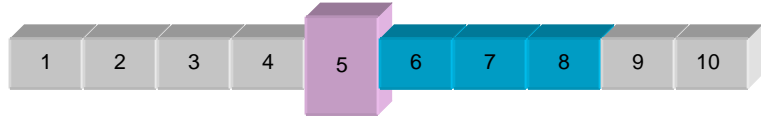
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**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.


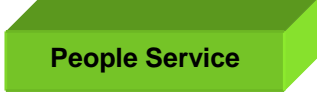

## Occupational Interests

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:**

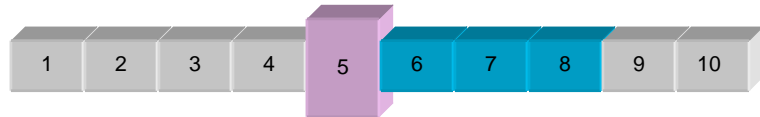
As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than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

## Interview Questions

Richard Davis scored outside the position match pattern in the following areas. When interviewing Richard Davis, you should consider the following information:

### THINKING

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

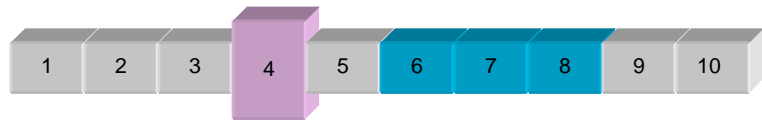


**Job Pattern 6-8      Score 5**

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.

- Describe a situation when you had to really apply yourself to learn a new skill; how did you do?
- What do you find most frustrating about the way some people train others to do things?
- What training has worked for you in the past? What did they do that was so helpful for you?
- Does the saying, "Practice makes perfect" apply to you? How so, or not?

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



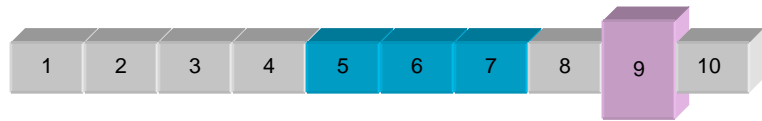
**Job Pattern 6-8      Score 4**

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.

- What challenges have you encountered in knowing how to figure out a number you need, or how to solve a problem? What do you do in these situations?
- Some people understand numbers better in a graph or picture, others when the information is given in straight numbers can solve equations. Which are you? What do you do when the information is given in the other form?
- How do you deal with figuring percentages or fractions at work?
- When you figure change back from a purchase, do you ever catch an error?

**BEHAVIORAL TRAITS**

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

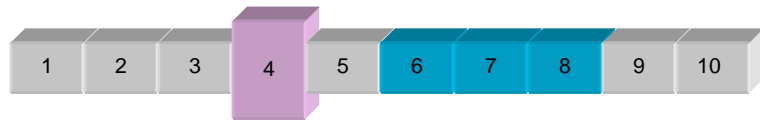


**Job Pattern 5-7      Score 9**

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.

- Give me an example of a time when you confronted a negative attitude successfully, which resulted in building teamwork and morale.
- Tell me about a situation when you had to "stand up" for a decision you made even though it made you unpopular.
- Describe a time when you communicated something unpleasant or difficult to say to your manager. How did you assert yourself?
- Tell me about a time when you were successful in challenging others' ideas. What does this say about your ability to be assertive?

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

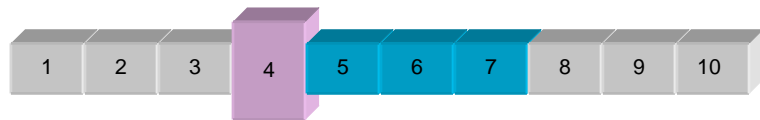


**Job Pattern 6-8      Score 4**

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.

- What is the role of management, in your own words?
- Describe the results of a past conflict with a supervisor. How did it happen, whose "fault" was it, and how was it resolved?
- It is pretty realistic to say that no job is a complete "bed of roses". Tell me about a time when you were able to express your opinions in spite of disagreements or objections.
- When things go badly at the office, who deserves the blame and why?

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

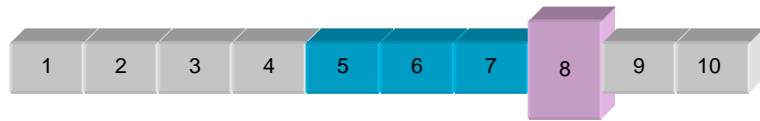


**Job Pattern 5-7      Score 4**

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.

- When is it appropriate to hold back and "keep our thoughts to ourselves", if ever?
- What is your viewpoint about co-workers that never speak their mind?
- Give me an example of a time when another person really tried your patience. Specifically, talk about a time when you were angry or frustrated.
- When a co-worker is wrong about a work issue, what is the best way to discuss the issue with him or her?

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

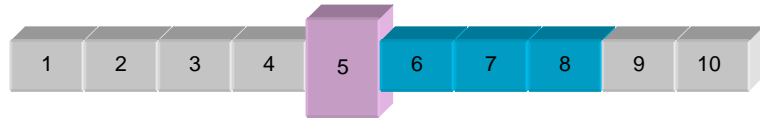


**Job Pattern 5-7      Score 8**

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.

- Describe a situation in your experience when you required more breathing room (less supervision than was offered) to accomplish your work.
- Creative persons seem to offer fresh insights. Give me an example of a time when one of your insights was particularly well received by others.
- Describe your preferences concerning supervision of your work and explain the ideal situation that produces the best work you can do.
- Just about anybody can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to common problems. Give me an example of one of your unique and novel problem solutions.

**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.

- Identify potential sources of bias that occur in day-to-day decision-making.
- When given a variety of information with which to come to a decision, how do you discern useful information from useless information?
- How does intuition play a role in your decision-making? How about more objective data?
- Describe a high-pressure situation you had to handle at work. Tell me what happened, who was involved and what you did in terms of problem solving.