



Administered By: **Precision Human Development**

Report Prepared for: **Sample Company**

Applicant Name: **MARY SAMPLE**

Position Title: **Managers**

Report Generated: **07/29/2010**

Report Version 2.0: **Recruitment Report**

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Applicant Name: MARY SAMPLE

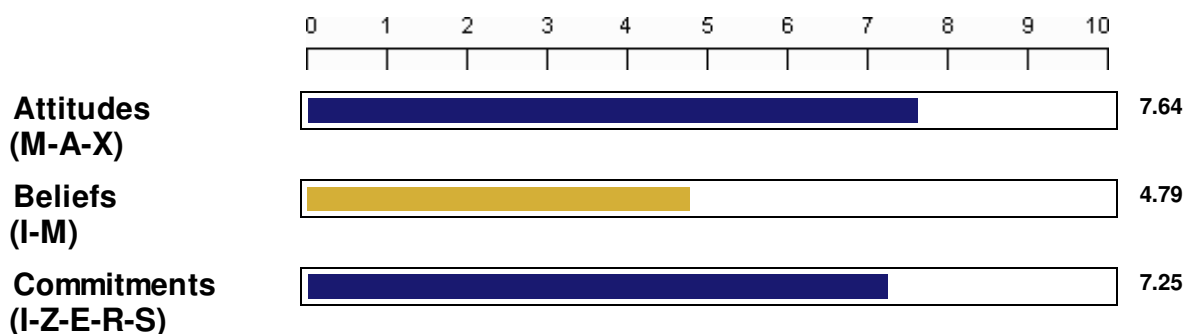
Status Indicator: 1

KPI: N/A

MPI:

## Character Sum

The graph that follows summarizes the 10 character competency scores into three categories. Blue bars indicate the strongest competencies and gold bars indicate the need for development.



**Attitude** describes a person's pattern of emotions and actions that indicates their mental state and disposition.

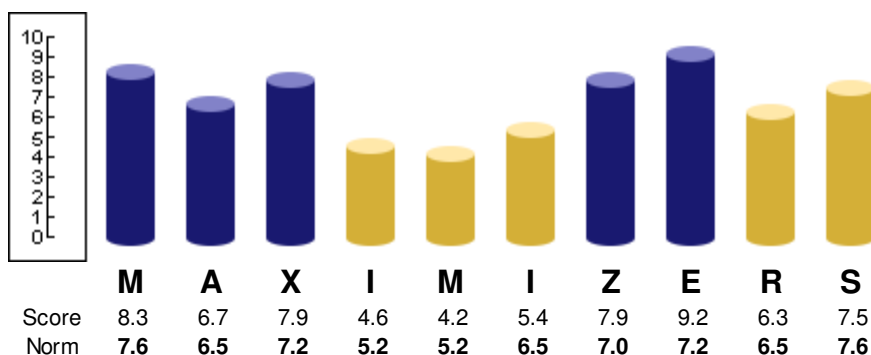
**Belief** describes a person's mental framework where they have formed opinions, judgments and acceptance of what is true.

**Commitment** describes the mental framework in which a person makes choices to act in a certain and consistent manner that is aligned with their attitudes and beliefs.



## Character Competency Scores

The graph below shows the individual scores for the 10 character competencies. Blue bars identify competencies that increase in strength as the score increases in relation to each competency norm. Gold bars identify competencies that increase in the need for development as the score decreases in relation to each competency norm.

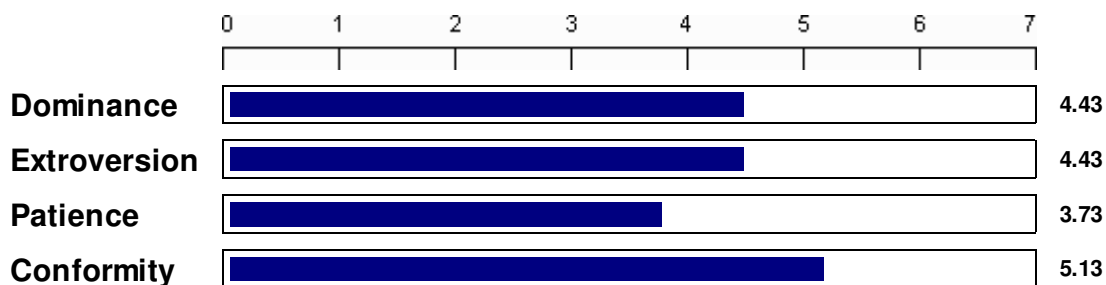




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### Behavior Sum Statements

The behavior trait below with the highest score may explain up to 50% of behavior.



### Behavior Trait Definitions

In the Behavior Trait Sum above, scores for four foundational behavior traits are provided on a seven-point scale. Following are basic definitions for each of these traits. These are not descriptions of this particular participant, but simply a general indication of what *high* or *low* mean.

Behavioral Trait	Meaning of Scores
<b>D</b> ominance The control trait.	High: Likes to lead, to be in charge, tends to be all business, sees the big picture, looks to the future, delegates the details. Low: Accepts a supportive role, gives attention to what needs to be done today, tends to be hands-on.
<b>E</b> xtroversion The people communication trait.	High: Likes to talk, persuasive, good communicator, is outgoing, relates well to people, exciting, likes to be where the action is. Low: Reserved, thoughtful, deliberate, tends not to draw attention to self.
<b>P</b> atience The pace or rate of motion trait.	High: Supportive, likes to work at own pace, wants to please, focuses on immediate tasks, able to wait, warm, gentle, and nice. Low: Fast-paced, hates to wait, may be impulsive.
<b>C</b> onformity The structure detail trait.	High: Depends on clear instructions or other authority, wants to be right, tends to be precise, is highly organized, thorough, conscientious. Low: Very independent, tends to focus on the big picture, may expect others to take care of details, more likely to be proactive than reactive.



Applicant Name: MARY SAMPLE

### Behavior Sum Statements

Based on the obtained responses, the following behavioral styles, tendencies and actions are exhibited:

- MARY pays a lot of attention to systems, and probably the latest technologies, that help keep things organized and orderly. MARY tries hard to follow the rules so that things are done right.
- MARY likes to know what the goal is and to have clear instructions about how to proceed. MARY probably keeps a timer with a daily schedule and "to do" list and then enjoys checking off the items as they are completed.
- This person is good at following up and pulling things together to get closure. MARY pays attention to details and dislikes loose ends. However, MARY also is fast-paced and wants things done quickly. In other words, MARY wants "high productivity" with near "flawless performance."
- There may be times when MARY struggles with decisions due to the competition between wanting to be right and wanting to finish the job. This frustration may be displayed in changes of mind from one decision to another and back again.
- This person probably has good social skills, is a good communicator, and relates well to people. However, MARY may be careful about who is permitted into the inner-circle of "best" friends.
- This person likes to talk and may do more talking than listening. MARY is probably persuasive, more of a "seller" than one who teaches or makes demands.
- Certain indicators suggest that MARY may have the unique ability to see both the forest and the trees, to be able to visualize what needs to be done in the future as well as keeping in focus things that need to be done today.
- MARY tends to be very careful and cautious, one who needs to be truthful and accurate, one who may see the "yellow flags" before anyone else does. That usually means that statements made by MARY are supported with facts or quotes from respected authorities, or other "convincing" documentation.
- This person has a keen eye for detecting error. There may be times when work, or a product, is less than perfect or does not comply with the rules or procedures or policies. In those instances, MARY will likely identify the problem and express criticism or pass judgment, with the intention, of course, of making "necessary" improvements.
- MARY has an above average level of energy. This probably means that energy is spent on personal interests in addition to work, such as, hobbies, sports, workouts, or community activities or events.



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Character Competency	Observations
<b>ATTITUDES</b>	
<b>M</b> ake Things Happen  An attitude of proactive habit development and personal discipline.	<p><b>Key Interview Question:</b> You seem to have some leadership potential. How do you think others would describe your leadership style?</p> <p><b>Look For:</b> The ability to take on more leadership roles successfully will depend on this person's recognition of having a balanced understanding of both processes and people. Listen to their description of projects and activities and look for an understanding of that balance.</p> <p><b>Development Need:</b> Since these individuals appear to have only a moderate interest in the disciplines necessary to make things happen, give them projects and tasks that will stretch them, but will also have good prospects for success. These successes will give them the confidence to stretch further on subsequent challenges.</p>
<b>A</b> chieve Personal Significance  Healthy self-concept based on an awareness of strengths and development needs.	<p><b>Key Interview Question:</b> You appear to have a desire to grow and achieve your potential. What are some of your personal qualities that you think will help you achieve that potential?</p> <p><b>Look For:</b> A person's potential is often only limited by their failure to recognize their strengths and cultivating them to their highest level. Look for MARY's ability to see these strengths and put them to good use in the present so that they can be maximized.</p> <p><b>Development Need:</b> MARY has a moderate appreciation for personal strengths and development needs. Becoming more successful in the future will require a more conscious effort to address the development needs. It would be helpful to give MARY regular and constructive feedback to help with this process.</p>
<b>X</b> Out The Negatives  A positive, action-oriented response to fears, difficulties, and problems.	<p><b>Key Interview Question:</b> How do you cope with challenges that appear to be overwhelming?</p> <p><b>Look For:</b> MARY may have some blind spots when it comes to tackling certain kinds of obstacles. Try to understand what these may be and how this may affect job performance.</p> <p><b>Development Need:</b> MARY may need to take on some new challenges where there is an opportunity to grow through adversity. An assignment with a manageable degree of risk may well help accomplish this.</p>
<b>BELIEFS</b>	
<b>I</b> nternalize Right Principles  Articulating a personal value system and consistently living in the light of that system.	<p><b>Key Interview Question:</b> How do you think someone's personal convictions should influence the decisions made by a group of people with a common goal?</p> <p><b>Look For:</b> MARY's personal convictions can have a positive influence on getting things done or, conversely, a negative influence if those convictions run contrary to a group consensus. Make an effort to understand if MARY can see and appreciate this reality.</p> <p><b>Development Need:</b> MARY should be challenged to clearly articulate a personal values framework and find opportunities to both express those values and have an influence as well as accept challenges to those values and adapt to the values of others.</p>
<b>M</b> arch To A Mission  The tendency to live with and make choices supporting a sense of purpose in life.	<p><b>Key Interview Question:</b> Can you give me some examples of what you would consider longer-term goals in your life and what you are doing to move toward accomplishing those goals?</p> <p><b>Look For:</b> MARY may have some difficulty persevering in the face of obstacles and this may stem from having an under-developed life plan or mission. In your discussion with MARY, look for any indication that there may be some personal goals that would align with those of the organization.</p> <p><b>Development Need:</b> MARY's potential may be limited unless there is a change of perspective regarding the development of personal goals. Give MARY the direction and support needed to define some of these goals and small successes may lead to more challenging goals.</p>



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Character Competency	Observations
<b>C O M M I T M E N T S</b>	
<b>I</b> ntegrate All Of Life  Achieving well-being through balanced attention to all vital areas of life.	<p><b>Key Interview Question:</b> What are some of the ways you try to balance out your attention to all important areas of life?</p> <p><b>Look For:</b> MARY's responses indicate that there is some tendency toward imbalance so determine what those areas are and try to understand if MARY has sound thinking in terms of how to address the imbalance.</p> <p><b>Development Need:</b> MARY will ultimately be most effective at work and personal life balance if attention is given to all areas. MARY should strive to give specific focus to any life dimension that may be currently beginning to slip before that area noticeably suffers from lack of attention.</p>
<b>Z</b> ero In On Caring For People  The ability to effectively relate to others through listening and building trust.	<p><b>Key Interview Question:</b> How do you typically decide whether or not another person deserves your help?</p> <p><b>Look For:</b> MARY's level of caring for others appears to be determined by circumstances. Explore what those conditions might be.</p> <p><b>Development Need:</b> Help MARY see the potential benefits of a more overt pattern of caring about other people. Perhaps MARY needs to be less concerned about getting something in return.</p>
<b>E</b> nergize Internally  An inner strength that sustains thinking and behavior and results in positive character.	<p><b>Key Interview Question:</b> Could you give me some examples of things you have stronger convictions about and how those convictions are demonstrated by the choices you make?</p> <p><b>Look For:</b> Evaluate the depth of MARY's convictions and their relevance to the circumstances where MARY may be interacting with people. Challenge MARY's underlying assumptions where that is appropriate.</p> <p><b>Development Need:</b> Help MARY find some balance between the expression of personal convictions and a willingness to respect the thinking of other people.</p>
<b>R</b> ealign Rigorously  An attitude of being ready to adjust to circumstances and change behavior when required.	<p><b>Key Interview Question:</b> Give me an example of a time when you were asked to accomplish a task and after working at it awhile you began to realize that the approach you were taking was just not working.</p> <p><b>Look For:</b> Try to understand how MARY handles disappointment and adapts to situations where important goals are not being achieved.</p> <p><b>Development Need:</b> MARY should be given opportunities to lead or participate in projects where there is a degree of ambiguity. This will help MARY to develop more flexibility.</p>
<b>S</b> tay The Course  Perseverance and focus through challenging situations.	<p><b>Key Interview Question:</b> When you experience times of frustration in persevering toward important goals, how do you make sure that you keep things on track?</p> <p><b>Look For:</b> Evaluate MARY's ability to recognize early signs that things may not be progressing as desired. What does MARY do to adjust and keep moving toward the goal?</p> <p><b>Development Need:</b> MARY may need more than an average amount of direct supervision to ensure that the most challenging goals are being achieved. Help MARY understand the importance of seeking help as a natural part of growth.</p>