

**Produced for : Leadership Management, Inc.
For Applicant : Sam Applicant**

All applicants are treated equally, based on the answers they provided.

The five types of personalities reviewed are :

- 1: The A personality - Very strong, decisive, independent, risk taker, take charge type.
- 2: The B personality - Outgoing personality, good sense of humor, talkative, enthusiastic.
- 3: The C personality - Deep and thoughtful, analytical, and usually a perfectionist.
- 4: The D personality - Low key personality, calm, usually patient and consistent.
- 5: The E personality - An equal combination of all 4 personalities.

No person is ever only one of the above types, but is a mixture of all four. There will be a dominating personality if the questions were answered honestly. The Secondary type may be close to one of the other types and may or may not be as strong as the dominate personality.

The chart on page 2 shows the main type scores as well as the character and talent traits Sam has. If the percentage is 30 % or higher, Sam will be very much like that type. The other types will also have an influence on Sam 's day to day behavior.

Use the character and talent traits to read into the true Sam . If there are very strong traits you will then know what the benefits and / or drawbacks will be. The consistency level will show how consistent Sam was in filling out the profile sheet. Use this score as your validity benchmark when reviewing the report. We strongly suggest reading the Management Book or the help section before trying to evaluate this report.

We have taken every precaution as to the results of this report. Remember, this is only a guide/tool and other means of evaluation should be used as well. Neither B.R.G. nor anyone associated with this program accept any responsibility for your actions or decisions based on this report.

Consistency Level : 15 Confidence Level : 6

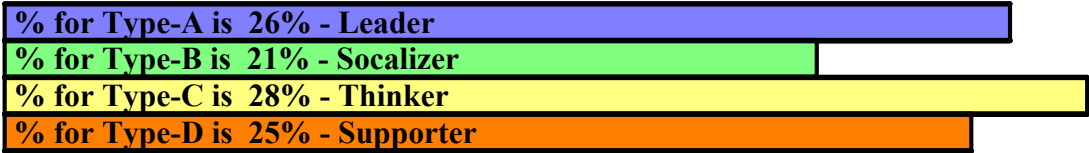
Note: Sam 's confidence level is low which will alter her true personality, character and talent traits. You should not use this report to make a hiring decision or benchmark file.

Plus-32 Profile Chart Page 2

Produced for : Leadership Management, Inc.
For Applicant : Sam Applicant
App.Phone : 00555-5555 **Consistency Score : 15**
App.Fax : E-mail :
Date taken : Thursday, January 21, 1999
Group Number : 0 - Team Design number : 4 - Jobcode :N/A

Note: Sam 's confidence level is low which will alter her true personality, character and talent traits. You should not use this report to make a hiring decision or benchmark file.

Dominating Personality = C - Secondary Personality = A - Least like Personality = B
 Sam 's Personality Type is C / A



CHARACTER & TALENT TRAITS

The table below scores each character & talent trait from 1 = Weak < to > 15 = Extreme.

Character / Trait	Score	Made Benchmark
Stress Management	10	Yes.
Sensitivity Level	4	Yes.
Compassion Level	9	No. Too High
Patience Level	8	Yes.
Creative Abilities	8	Yes.
Artistic Abilities	6	Not Used
Outgoing Traits	14	No. Too High
Interaction Level	10	Yes.
Analytical	8	Yes.
Detailed Traits	6	No. Too low
Decision Making	3	No. Too low
Independent	4	No. Too low
Persuasive Level	6	No. Too low
Aggressive Level	4	No. Too low
Stubborn Level	4	No. Too low
Goal Setting	8	No. Too low
Time Management	7	No. Too low
Confidence Level	6	No. Too low

BenchMark score compared to the g:\ptwin32\MAN-MID.BCH file
Total possible score : 17 - Applicants score is : 6
This Applicant is nowhere near your Benchmark.
Caution : Not the same as the personality type wanted. Personality type wanted A\C

DOMINATING PERSONALITY**C-TYPE - ANALYTICAL - ARTISTIC - DEEP**
TOTAL PERCENTAGE OF SCORE 28

Type C is very deep, analytical and serious. They like to be involved in projects that are controlled and stable. They can be very creative and talented. Conscientious of others and self sacrificing. They are idealistic and appreciative of beauty. Usually a perfectionist with high standards and uses rationale and logic. Very persistent and detail conscious they will look at all sides of a problem before making a decision. They spend more time organizing than any other type. They are loyal and make good employees if their conditions are met.

Sam may confuse you at times. Her dominating type score is very close to her secondary type score. This means on a day to day basis, Sam will tend to use personality traits from both types. Decide if this will work for the position offered. Also, look closely at the character traits to get a better picture of what you can expect from Sam .

SECONDARY PERSONALITY**A-Type - Leadership - Decision making - Independence - Vision**
Total percentage of score : 26

The A-Type is one of the most sought after types in the business world. The A-type personality is very strong and their abilities will enable them to accomplish most anything. A born leader, very aggressive and sometimes demanding. They have a compulsive need for change and like to be in control. Don't try to hold down the A-type for long. This type of personality is strong willed and decisive to a fault. The true A-type is quick to learn and will want and need to rise to the highest position. More into achieving goals than pleasing people, the A-type will sometimes step on some toes. They manage and survive using the 'bottom-line' approach. Don't place a lot of restraints or restrictions on them and allow them to work independently and set their own schedules. The A-type personality is very strong and needs another A-type to manage them. They will become bored or upset with another personality type managing them and will leave quickly. Keep the work challenging with minimum supervision and good monetary rewards to keep them happy.

At times you will see Sam use the above traits. We all tend to use our secondary type when we are pushed into an uncomfortable position or we need to act differently to get something we want. We seem to pull the secondary type from one of our parents, a spouse, a mentor or a close friend. The type closest to the dominant type is A type.

Sam 's personality type is C / A.

STRESS MANAGEMENT CHART SCORE 10

Sam appears to be able to handle up to 10 major problems or stressful situations at one time. On a day to day basis Sam is very well balanced and handles stress and pressure well. She will work very well in a high pressure, stressful position for short periods of time. She may hold her emotions deep within herself so a bit of exercise or outside activity may be needed to vent these emotions.

SENSITIVITY - AWARENESS LEVEL CHART SCORE 4

Sam is average in sensitivity. She is not always aware of other peoples feelings or needs. She may not read people well and misses out on their true feelings or meanings. She will step on some toes once in awhile and is not always in tune with what is going on around her .

COMPASSION LEVEL CHART SCORE 9

Sam is above average in her compassionate traits. She will take the steps needed to help someone and is humane and caring toward others feelings and needs. Common in C or D personality or with creative, talented people. If Sam is in management, she may overcompensate employees or spend too much time worrying about employees personal problems. Review the interview questions under compassion. Sam is not sensitive, but when she realizes a problem, she will act.

PATIENCE LEVEL CHART SCORE 8

She is above average in patience traits. She is not one to give up easily and likes to complete a project. Sam does not like to be rushed into a bad move or a decision and will become upset with people who try to rush or push her . This is a good balance for a position which may need quick but accurate action and information.

CREATIVE ABILITIES CHART SCORE 8

Sam is above average in her creative talent. She isn't a creative genius but will accomplish most creative tasks with zeal. She has a good memory and is usually busy working on new ideas. She should work out fine in a creative position that challenges her mind. Sam should have a high energy level.

PEOPLE / OUTGOING TRAITS CHART SCORE 14**INTERACTION LEVEL CHART SCORE 10**

Sam loves people and enjoys being the center of attention. She enjoys working in group projects and should be comfortable with anything associated with being around and dealing with others. She is very outgoing and friendly. This may be what you need or could become a negative if too extreme. Review the interview questions on this area. She should get along fine with most people, she has a good interaction level.

ANALYTICAL TRAITS CHART SCORE 8

This trait shows the approach Sam will take with tasks and making decisions.

Sam is above average in her analytical abilities. She doesn't waste time analyzing everything around her but will question important data or answers given to her. She likes to know what's behind the problem or idea presented to her. If this position requires making many decisions that must be made fairly quickly, you should review the decision section in the interview questions with Sam.

DETAIL TRAITS CHART SCORE 6

Sam is average in her detail traits. She sometimes overlooks details that could make a difference. She may not make a great organizer or project manager. She needs to delegate the details to others or she may ask for help. You may have some problems with incomplete paperwork and/or quality detailed work. If the position requires this trait, you may wish to double check this area. She will delegate and will let others handle the details. She is creative and looks at the whole picture, not small details. Sam would make a good idea person or sounding board for others who are more detailed.

DECISIVENESS CHART SCORE 3

This score is a combination of how fast, how many and what type of decisions Sam will make on a day to day basis. A score of 1 - 5 indicates slow to make decisions. A score of 6 - 9 shows a good decision making level with 7/8 being the perfect score. A score over 9 indicates quick decisions with little or no thought behind them.

Sam is not very decisive. She will not make quick, instant decisions, she likes to weigh the facts. She is analytical and will look at all sides before making a decision. May tend to procrastinate in making some types of decisions. Decisions made will be based on facts & emotions.

INDEPENDENT TRAITS CHART SCORE 4

Sam is average in her independent traits. She may need some direction and advice. She may not work well on her own and may need supervision in order to do a good job. Sam should work well in a fine tuned department or on a job she likes. Sam will need a good manager who has the patience to help. Sam would make a good team player with the right leader or manager.

PERSUASIVENESS CHART SCORE 6

Sam is average in persuasiveness. Sam would not make a great diplomat or speaker but can usually get by with wit and charm. She may have some problems persuading others to see her way or conveying ideas. If this position requires a persuasive person, you may wish to have an in-depth interview in this area. Sam also uses her personality to get what she needs.

AGGRESSIVE TRAITS CHART SCORE 4

Sam is average in her aggressive traits. She is not an over-achiever and may not do well at climbing the corporate ladder. If she has a high score in the C or D personality, this is common. If she scored high in the A or B type, she may need a push to get started. If this position requires an aggressive/assertive person, you may wish to review the interview questions under aggressive with Sam .

STUBBORNNESS CHART SCORE 4

Sam is average on stubbornness. She is not too stubborn to get along with. She can be swayed if you give her a good argument and you are persistent. She should be fairly open minded and flexible. (Good mid level score for this trait)

GOAL SETTING LEVEL CHART SCORE 8

Sam has above average goal setting levels. She likes to set goals but is not a fanatic. She likes to know the road ahead and where she is going. She will use her goals as her road map to succeed. Be sure to review your companies goals with Sam to ensure compatibility and compliance." Makes long term as well as short term goals.

TIME MANAGEMENT CHART SCORE 7

Sam has most of the character and talent traits needed for good time management skills. If she has learned time management, you should have few problems in this area. If not, a good course would be beneficial. Time management skills are a learned trait. We have no way of knowing if Sam learned the skills. The above observation is based only on the way she answered the profile and her personality type.

CONFIDENCE LEVEL CHART SCORE 6

The confidence level is an indicator of the applicants frame of mind at this time. The higher the score, the more confident the applicant is. A score of 10 or less would indicate the applicant is experiencing a business or personal problem at this time which is directly affecting their confidence. The lower the score, the deeper rooted the problem is and the more likely the applicant will bring this problem to work. Sam appears to be having a personal or business related problem at this time. This may present a problem in the future if not dealt with correctly now. This may not be an issue but should be questioned in the interview. Ask about her supervisor, last position or a family related issues. Sam 's confidence level will affect some of the other trait scores and this report is not the true Sam but a reflection of how the problem is effecting her at this time. This report should not be used for a benchmark or a hiring decision.

Below are the extreme traits which should be used as interview questions. We have provided a few questions for each trait that you may wish to ask the applicant. As you well know, each question should be followed with why or why not and will lead to other questions. Be careful of the type of questions you ask. Your local, state and/or country laws may prevent questions about age, religion, health and such to be asked. You may however talk about these issues IF the applicant brings them up in conversation.

Outgoing Level - High 14

Will the applicant spend more time socializing than working? Will they try to make friends and be involved with other employees? Making friends with subordinates is not wise for a management position but may be fine for a non management position. Will they be disruptive at meetings?

Questions:

- Is it important for you to have many friends?
- If someone doesn't like you, does it bother you?
- How much of your time is spent with friends each week?
- Do you think socializing with employees after work is helpful?
- Do you feel making friends with employees is a good idea?
- Would you ever make a decision that would hurt a friend?
- Would you inform on a friend that has a drug or alcohol problem?
- Do you feel you need to get your point across at meetings?
- Do you feel people are always interrupting you?

Comments _____

Decisive Level - Low 3

The applicant appears not to like making decisions or will procrastinate making decisions. This may bottleneck projects or cause lost production or opportunities.

Questions:

- Do you often feel pressured to make a decision before you have analyzed all the facts?
- Have you ever missed opportunities because you didn't have enough time to analyze them?
- Do you like to make decisions?
- Would you make a quick decision if you had a good gut feeling about it?
- Do you believe most people make bad decisions because they don't have all the facts?

Comments _____

Independent Level - Low 4

Will the applicant work well on their own without constant supervision?

Questions:

Do you ask for advice often - and why or why not?

Do you take advice very often - and why or why not?

If you were told to do something that you felt would not work, what would you do?

Could you work from home or an outside location with little direction?

Do you feel more comfortable letting someone else make the decisions? - Why

Comments _____

Detail Level - Low 6

Will the applicant overlook important details that could affect their work? Most managers leave the small details to others but still need some detail traits. Labors, salespeople and office staff need to be detailed to do professional work.

Questions:

Does it bother you if your check book doesn't balance?

What part of an employment application do you dislike the most?

What did you like least about your last job? (was it paperwork, checking inventory)

Were you ever reprimanded for not doing paperwork correctly? - if so was it fair?

Do you think people who need every detail looked after miss the overall picture?

Would you prefer to create the idea and let someone else handle the details?

Do you have any problem with delegating authority to finish the detail work?

Comments _____

Persuasive Level - Low 6

Can the applicant convey their thoughts effectively ? Can they sell a product, idea or service?

Questions:

Do you feel you can convey your feelings and convince someone they are true?

In your opinion, what is the best (name a product) on the market today and why?

Give me 3 good reasons why should I hire you.

Tell me what your experience in (sales, accounting Etc.) has taught you about being successful.

Give me 3 good reasons why you will make a good employee.

Comments _____

Aggressive Level - Low 4

Will they have enough ambition to do the job? Will it even matter to them? Will they work hard?

Questions:

What changes do you expect to happen in your life with this position? Do feel that's good or bad?

How far do you wish to go in the company? What position would you chose if you could have any and why?

Are you willing to do whatever it takes to get the job done? (stay late, work overtime, training classes)

Are you competitive, do you enjoy winning? What sports do you play?

When you fail, what do you do next? - (review why, try another approach - give up)

When do you feel successful? (home or work activities)

What was your greatest success and why? (was it a home or work success)

What was your greatest failure and why did it happen?

Comments _____

Confidence Level - Low 6

This trait shows the applicant is having personal or business related problems at this time which may affect their work. We want to find out how big a problem it is and if is a short term problem or a deep rooted problem that needs professional help.

Questions:

Are there any negative things currently going on in your life that would affect your work?

Are you opposed to taking a drug test?

Do you feel confident you can do the work - Why?

If you won \$10,000 in the lottery, how would you spend it? (looking for a clue to fix something)

What needs do you expect to satisfy with this position?

What is the most serious concern you now have?

What will happen in the next 60 days if you don't find a position?

We all have negative areas we would like to improve, what areas would you most like to improve?

Comments _____

Management Report for	Sam Applicant : 00555-5555
Contributions - What will the applicant bring to the table in terms of personality traits.	Structure , verbal skills , creative talent , direction
Communication methods -Best ways to communicate with this applicant.	Written, charts, graphs, detailed concise information.
Motivations - What motivates this applicant to give 100%	Stability, intellectual challenge, position, money
Turn offs - Actions, traits or situations that will upset the applicant and cause loss of production.	Hype, inconsistency, being rushed, un-organization, stupidity, crisis management
Needs - What the applicant needs from the company / management to produce.	Concrete ideas, personal space, concise directions, non-stressed atmosphere, good direction/supervision
Potential conflicts - Some traits that may be good / bad for the position and may cause conflict with others.	Skeptical, intolerant of the B-type personality , may be disruptive (vocal), may tend to procrastinate, may not follow through with paperwork, low assertiveness

Management Suggestions
Some ways to overcome the conflicts and help the applicant deal with them.

The C-type likes to hide in a corner and put all the pressure on themselves. They will spend enormous amounts of time on a simple project so a good manager is needed to set deadlines and ensure they are met. Ask Sam to try to see the position of the B-type personality and respect their knowledge and status and to ignore the hype. She needs to know the B-type is very important to the success of the company and have their part to do. This is a position the C-type could never do on their best day. The C-type needs to be managed by the A-type or a stronger C-type. Other personality types are seldom strong enough to manage them effectively. Ask her not to dominate the meetings. She loves to talk and may disrupt meetings by not getting to the point or getting off track. In meetings, have a table time rule in which to get everyone's point across. Advise her to be more sensitive to what is being said and why it is being said. Maybe there is a better way. Ask her to be very careful and detailed with the paperwork because the success of the company and her fellow employees depends on good written skills from everyone. Advise Sam to be as decisive as possible and to ensure she keeps to the project schedule to reach the company's goals. Let her know if she needs help or advice, just ask. If she is not sure, speak up. Asking for advice or direction is not a sign of weakness but strength. Everyone must understand the direction, situation and facts before they can be successful.

Calculations done = 17515 Font Used : Times New Roman, 12 Version 3.5.0
 For more information or help reading this report call 941-505-9327