Workstyle & Performance Profile

HIRING MANAGER REPORT

For Hiring, Training & Coaching

John Doe

July 6, 2016

THE HEADHUNTERS

PART A WPP RESULTS

Introduction

This report is a summary of strengths and areas for coaching and development based on responses to the items in the assessment. The report is focused around seven main dimensions addressing different aspects of your workstyle. Keep in mind as you read the report that right side scores are not better than left side scores. There are positive and negative implications for both right side and left side scores, although certain scores are more preferable for certain roles.

Mr. Doe's primary traits:

Contented	Reserved	Conventional

These are the most extreme scores from the personality profile below.

Summary of Mr. Doe's results:

The marker represents your results.
The average results of working adults is at the middle point of each dimension.

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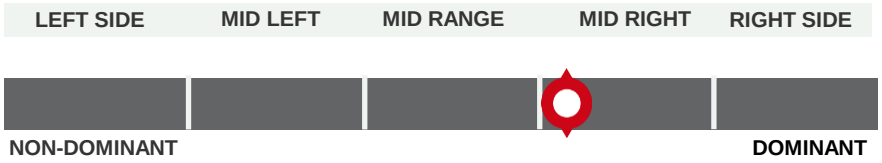
Dimension 1: Non-Dominant vs. Dominant

Non-Dominant
Not motivated to lead others, less assertive



Dominant
Driven to lead others, assertive

Mr. Doe scored in the Mid Right of the Non-Dominant vs. Dominant dimension.

This dimension measures the degree to which a person is driven to take charge and lead others. Mid-range scoring individuals can lead and influence others but are also comfortable as individual contributors.

Positive aspects of how Mr. Doe scored:

- A cooperative team member
- Comfortable taking charge if necessary
- Able to collaborate well with others
- Able to direct others if necessary

Coaching/developmental areas related to how Mr. Doe scored:

- May be uncomfortable being highly assertive
- May prefer a mix of hands-on work and leading others

Job-Fit Considerations – Mr. Doe would fit best into a role that:

- Emphasizes collaboration with others
- Involves occasional leadership tasks
- Involves working with a cooperative team
- Does not require being closely monitored

Management considerations for leading Mr. Doe:

- Can be given the responsibility of directing others
- Will likely have a cooperative leadership style
- May be uncomfortable being a 'tough' manager when required
- Would benefit from coaching on leadership skills

Interview Questions – Suggested questions to probe into this area to further assess "fit"

- Give me an example of a situation in the past where you persuaded others to accept something they initially disagreed with. What was the situation and how did you handle it?

- Tell me about a particularly challenging time when you had to influence or convince someone to do something in order to reach your objective. What was the situation and what did you do?

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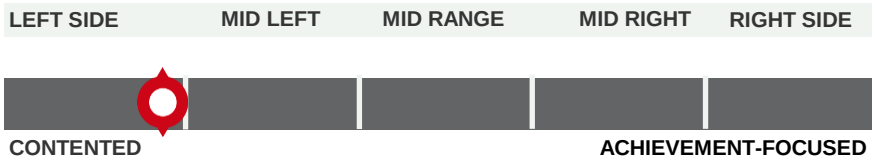
Dimension 2: Contented vs. Achievement-Focused

Contented
Modest expectations and objectives



Achievement-Focused
Motivated to reach goals, high expectations of oneself

Mr. Doe scored in the Left Side of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Left side scoring individuals are satisfied with how things currently are and are have modest expectations about what they will achieve.

Positive aspects of how Mr. Doe scored:

- Undemanding
- Flexible with goals and plans
- Has modest expectations
- Generally satisfied with how things are

Coaching/developmental areas related to how Mr. Doe scored:

- May find it challenging at times to maintain a high level of performance
- May need encouragement with goals that are challenging

Job-Fit Considerations – Mr. Doe would fit best into a role that:

- Has modest expectations for job performance
- Has goals that are fairly easily reached
- Doesn't involve working under pressure to achieve difficult objectives
- Doesn't require continuous self-improvement

Management considerations for leading Mr. Doe:

- Would respond well to being recognized for good work
- Would benefit from learning clear standards for work quality
- Would respond best to realistic, reachable goals
- Would be motivated by group collaboration

Interview Questions – Suggested questions to probe into this area to further assess "fit"

- Give me an example of a time when you had to put in extra effort at work to complete a task or project. What was the situation, what did you do and what was the result?

- Tell me about a job you had that you felt was very demanding. Describe the situation and how you felt about it at the time.

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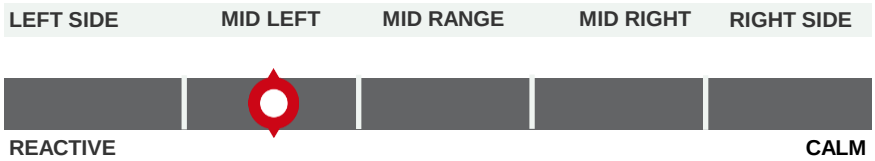
Dimension 3: Reactive vs. Calm

Reactive
Sense of urgency and reactive to stress and pressure



Calm
Even-tempered, calm when working under pressure

Mr. Doe scored in the Mid Left of the Reactive vs. Calm dimension.

This dimension measures the degree to which a person is calm and tolerant of stress and pressure. Left side scoring individuals are emotionally expressive and have a strong sense of urgency. They are often seen as tense and reactive to stress.

Positive aspects of how Mr. Doe scored:

- Shows a sense of urgency
- Self-aware
- Reactive to stress and pressure
- Takes tasks seriously

Coaching/developmental areas related to how Mr. Doe scored:

- May become upset or discouraged when things do not go well
- May be tense or self-critical

Job-Fit Considerations – Mr. Doe would fit best into a role that:

- Requires being proactive to be successful
- Allows for being open with emotions and opinions
- Has a mix of high and low stress tasks
- Gives a balanced workload

Management considerations for leading Mr. Doe:

- Should be given ambitious but reachable goals and targets
- Should be monitored to make sure that stress levels are not too high
- Would benefit from positive feedback
- Would likely be open to hearing suggestions for performance improvement

Interview Questions – Suggested questions to probe into this area to further assess "fit"

- Tell me about a time when you were particularly overwhelmed with your responsibilities at work. What strategies did you use to deal with this pressure?

- Stress can often decrease our job effectiveness. Tell me about a particularly stressful situation that could have affected your performance at work if you had let it. How did you cope with the stress?

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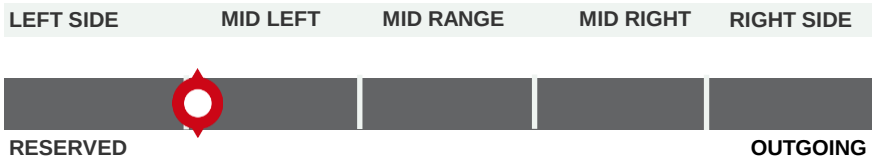
Dimension 4: Reserved vs. Outgoing

Reserved
Task focused; does not have a strong need for social interaction



Outgoing
Comfortable with social interaction and talkative

Mr. Doe scored in the Mid Left of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Left side scoring individuals have a low need for social interaction. They are typically reserved and prefer to focus completing tasks.

Positive aspects of how Mr. Doe scored:

- Prefers completing tasks to socializing
- Able to focus and work independently
- Has good listening skills
- Doesn't seek attention

Coaching/developmental areas related to how Mr. Doe scored:

- May not openly voice ideas and opinions
- May not seek recognition for performance

Job-Fit Considerations – Mr. Doe would fit best into a role that:

- Focuses on completing tasks
- Doesn’t have a main focus on communicating
- Doesn't primarily involve interacting with unfamiliar people
- Involves completing independent work

Management considerations for leading Mr. Doe:

- Should be encouraged to share thoughts and ideas
- May not highlight or seek attention for work well done
- May need to feel comfortable before communicating openly
- Should have independent work as a significant job component

Interview Questions – Suggested questions to probe into this area to further assess "Fit"

- Tell me about a recent time when you had to initiate contact and build a relationship with a new person or group. Describe the situation and your actions in detail.

- Give me an example of a time when you were in a situation where communicating with someone was challenging. What was the situation and how did you handle it?

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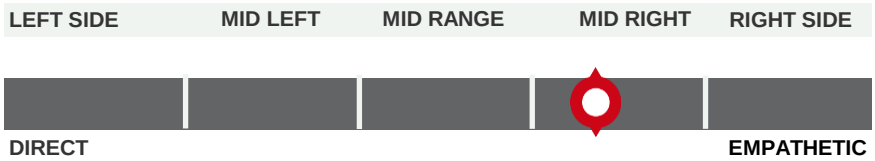
Dimension 5: Direct vs. Empathetic

Direct
Straightforward and direct



Empathetic
Sensitive to the needs of others and tactful

Mr. Doe scored in the Mid Right of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person is sensitive to the feelings of others and shows empathy. Right side scoring individuals are seen as sensitive to the needs of others, accommodating, cooperative, considerate, and relationship-focused.

Positive aspects of how Mr. Doe scored:

- Helpful and considerate
- Avoids conflict
- Empathetic and understanding
- Focused on cooperation and team efforts

Coaching/developmental areas related to how Mr. Doe scored:

- May put others' concerns ahead of one's own
- May be uncomfortable in situations with interpersonal conflict or tension

Job-Fit Considerations – Mr. Doe would fit best into a role that:

- Doesn't involve being exposed to a lot of negative feelings and conflict
- Involves helping others
- Requires being empathetic and sensitive to the needs of others
- Has an emphasis on collaboration and teamwork

Management considerations for leading Mr. Doe:

- Should be openly recognized and appreciated for work well done
- Will likely need to feel that helping others is a primary goal
- Should be given opportunities to collaborate with others
- Would perform best in a supportive team environment

Interview Questions – Suggested questions to probe into this area to further assess "fit"

- Sometimes customers or co-workers make unreasonable requests. Describe a time when someone made an especially unreasonable request to you. How did you handle this situation?

- Tell me about a time when you had to deal with someone who was angry or upset with you. What was the situation and how did you handle it?

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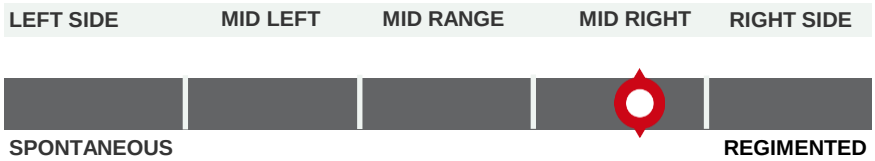
Dimension 6: Spontaneous vs. Regimented

Spontaneous
Flexible and improvising



Regimented
Rule abiding and detail focused

Mr. Doe scored in the Mid Right of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Right side scoring individuals are typically excellent at planning and organizing. They are regarded as meticulous and value structure and certainty.

Positive aspects of how Mr. Doe scored:

- Prefers organization and structure
- Process and detail-oriented
- Mindful of planning requirements
- Conscientious and dependable

Coaching/developmental areas related to how Mr. Doe scored:

- At times, may prefer to focus on the details rather than on the "big picture"
- May respond to stressful or unusual situations by planning and organizing

Job-Fit Considerations – Mr. Doe would fit best into a role that:

- Requires getting details right
- Involves planning and organizing
- Has consistent goals and measures of success
- Has expectations and objectives that are clear

Management considerations for leading Mr. Doe:

- Will be conscientious and organized
- Does not require close supervision
- Should be given clearly defined responsibilities, goals and targets
- Will maintain high quality standards

Interview Questions – Suggested questions to probe into this area to further assess "fit"

- Give me an example when you weren't satisfied with the quality of your work but you didn't have the time or resources to complete it properly. Describe the situation in detail.

- Give me an example of a time when you had to plan and organize something complex. What was the situation and what was the result?

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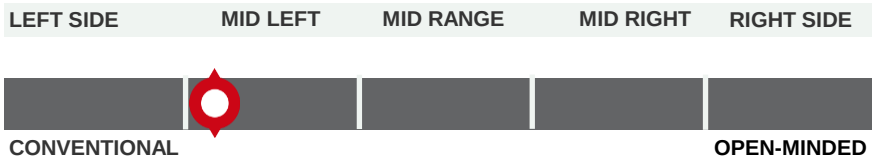
Dimension 7: Conventional vs. Open-minded

Conventional
Practical and prefer predictability



Open-minded
Imaginative, open to change, curious and creative

Mr. Doe scored in the Mid Left of the Conventional vs. Open-minded dimension.

This dimension measures the degree to which a person is curious, imaginative and creative. Left side scoring individuals prefer following standard methods of completing tasks and are typically uninterested in new ideas unless they have a practical use.

Positive aspects of how Mr. Doe scored:

- Would follow a practical and realistic approach
- Will adhere to using proven methods
- Able to stay focused while doing repetitive tasks
- Comfortable focusing on details

Coaching/developmental areas related to how Mr. Doe scored:

- Will likely prefer to stick to established approaches to completing tasks
- May need time to adapt to rapid or drastic change

Job-Fit Considerations – Mr. Doe would fit best into a role that:

- Involves following established processes and making quick decisions
- Focuses on applying practical solutions to problems
- Involves building upon others' ideas
- Doesn’t require a lot of creativity or innovation

Management considerations for leading Mr. Doe:

- Can be counted on to adhere to guidelines and policies
- May need extra time to adapt to change
- Will benefit from knowing the reasons for change
- May need reassurance when required to take risks

Interview Questions – Suggested questions to probe into this area to further assess "fit"

- Tell me about a time when you had to adapt to a drastic or rapid change at work. What was the change and what did you do to adapt to it?

- Have you recently pursued any opportunities to improve your skills? How did you learn about these opportunities? What actions did you take to pursue them?

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SQ

Safety Quotient™
Identifiy the high-risk personality traits (impulsiveness, distractibility, rule-resistance, irritability, etc.) that lead to human error and preventable workplace incidents.

360°

Leadership 360°
Get feedback from your managers, peers and subordinates to get a well-rounded picture of a leader or manager's work performance.

DSQ

Driver Safety Quotient™
Gain insight into a driver's likelihood of crashes, near misses, traffic violations, property damage and more. The DSQ™ helps ensure a safer roadway for everyone.

SC

Safety Culture Perception Survey
Collect employee feedback from multiple levels to gain useful business intelligence for decision support around safety initiatives, culture, employee engagement and more.

CQ

Cognitive Quotient
Assess front-line workers in industrial settings to measure verbal, numerical and spatial reasoning. CQ ensures you hire workers who have the cognitive capacity required for the role.

LP

Leadership Profile
Help hire, train, and develop an organization's most valuable asset - its leaders. Measures social, interpersonal, teamwork and conflict management style among other invaluable leadership traits.

WPP

Workstyle & Performance Profile
Reveal each participant's workstyle, strengths and areas for improvement. The WPP results can be used for hiring, training, and performance management.

EP

English Proficiency
Measure a person's ability to review written English, use correct grammar, understand the meanings of words and type error-free sentences.

TALENTCLICK ALSO OFFERS THE FOLLOWING PROFESSIONAL SERVICES

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