



## Suzanne Example

### Potential Strengths

She has a solid ability to reason through abstract, nonverbal information and to solve problems in new situations.

She is self-reliant and is probably comfortable using her own judgment and assuming responsibility for her actions.

She should be comfortable in most social situations.

She is likely to be assertive and enjoy influencing others.

### Potential Weaknesses

She appears to be impulsive and likely to make decisions too quickly.

She may be stubborn.

She may tend to be black-or-white in her thinking.

Her drive and work pace appear to be lower than average.

She may be more "talk" than "do."

She may at times leave tasks unfinished.

She may be somewhat sensitive or touchy when criticized.

She may show a temper.

She may be aggressive, competitive or disagreeable in her dealings with others.

Her attitudes toward people appear to be negative. She is probably cautious and slow to trust people.

She appears less interested in organizing and planning her work than desired for this role.

### Other

She may prefer not to have to do detail work personally.

## General: Executive Hiring Report

Norm US General | 1/1/2018

### Abilities

Critical Thinking

Abstract Reasoning

### Thinking

Reflective

Structured

Serious-Minded, Restrained

Fact-Based

Realistic

### Working

Work Pace

Self-Reliance

Work Organization

Multi-Tasking

Need for Task Closure

Acceptance of Control

Frustration Tolerance

Need for Freedom

Need for Recognition

Detail Orientation

### Relating

Assertiveness

Sociability

Need to be Liked

Positive about People

Insight

Optimism

Criticism Tolerance

Self-Control

Cultural Conformity

**SAMPLE REPORT**

## Suzanne Example

### Championing Change

 Potential Concern
  Potential Caution

#### Assess Personality Implications

Assertiveness									
Work Pace									
Frustration Tolerance									
Realistic									
Serious-Minded, Restrained									

#### Interview Questions

Tell me about two instances of responsibility for a change initiative that occurred in your career. What did you do? What would you do differently next time?

#### Additional special probes based on Assess results:

Describe the challenges you faced when implementing a change initiative quickly. In what ways did you overcome them? (Does the candidate have the energy necessary to successfully champion an initiative?)

Tell me about a time when you felt it was better to continue with a way of doing something than to try a new approach. (Is there a stubborn resistance to trying new things?)

Tell me about a time when you committed to a change effort but realized afterwards that you had not anticipated enough. (Listen for a tendency to adopt changes without careful consideration.)

### Driving For Results

 Potential Concern
  Potential Caution

#### Assess Personality Implications

Assertiveness									
Self-Reliance									
Work Pace									
Realistic									
Frustration Tolerance									

#### Interview Questions

Describe a time when you set an aggressive goal. How did you overcome the challenges?

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#### Additional special probes based on Assess results:

Tell me about one of your projects that had an aggressive deadline for completion. How did you accomplish things quickly?

## Suzanne Example

### Organizational Savvy

 Potential Concern
  Potential Caution

#### Assess Personality Implications

Assertiveness								
Need to be Liked								
Insight								
Sociability								
Self-Control								
Criticism Tolerance								

#### Interview Q

Give me se personal rel organization able to use projects? Exp

Tell me abo "politics" of How did you

#### Additional special probes based on Assess results:

In your experience, when do you find internal competition helps the organization better? Give me examples? (Will the candidate's competitive nature interfere with buil

Describe a work situation where you had to be very delicate in how you responded so careful? What happened? (Listen for an ability to exert enough self-discipline to c

Describe several situations in which you were criticized unfairly by others outside yc by whom? What impact did it have on you? (Can the candidate remain effective despi

### Business Acumen\*

#### Interview Question(s)

What general business skills do you have? How much experience or education marketing? Please give examples.

How much experience do you have in writing general business plans, capital and c and expenses? Please give examples and highlight your personal involvement.

How much experience do you have in conducting formal performance reviews of su and allocating annual raises and bonuses? Please give examples and highlight your p

## Suzanne Example

### Integrity\*

#### Interview Question(s)

Describe for me an ethical business dilemma that you have faced. What were the circumstances?  
Tell me about two situations in which you have seen others be unfair or dishonest. How were they done differently? Why?

### Courage Of Convictions\*

#### Interview Question(s)

Tell me about your values at work. What sorts of things are important to you about business that should be conducted?

Give me several examples of business situations in which you said or did something that others disagreed with.

Give me several examples of business situations in which your work group initially disagreed with your point of view because of your tenacity.