

WPP

Workstyle & Performance Profile



EMPLOYER REPORT
For Hiring, Training & Coaching

Kelly Sample

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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.

Kelly Sample's primary traits:

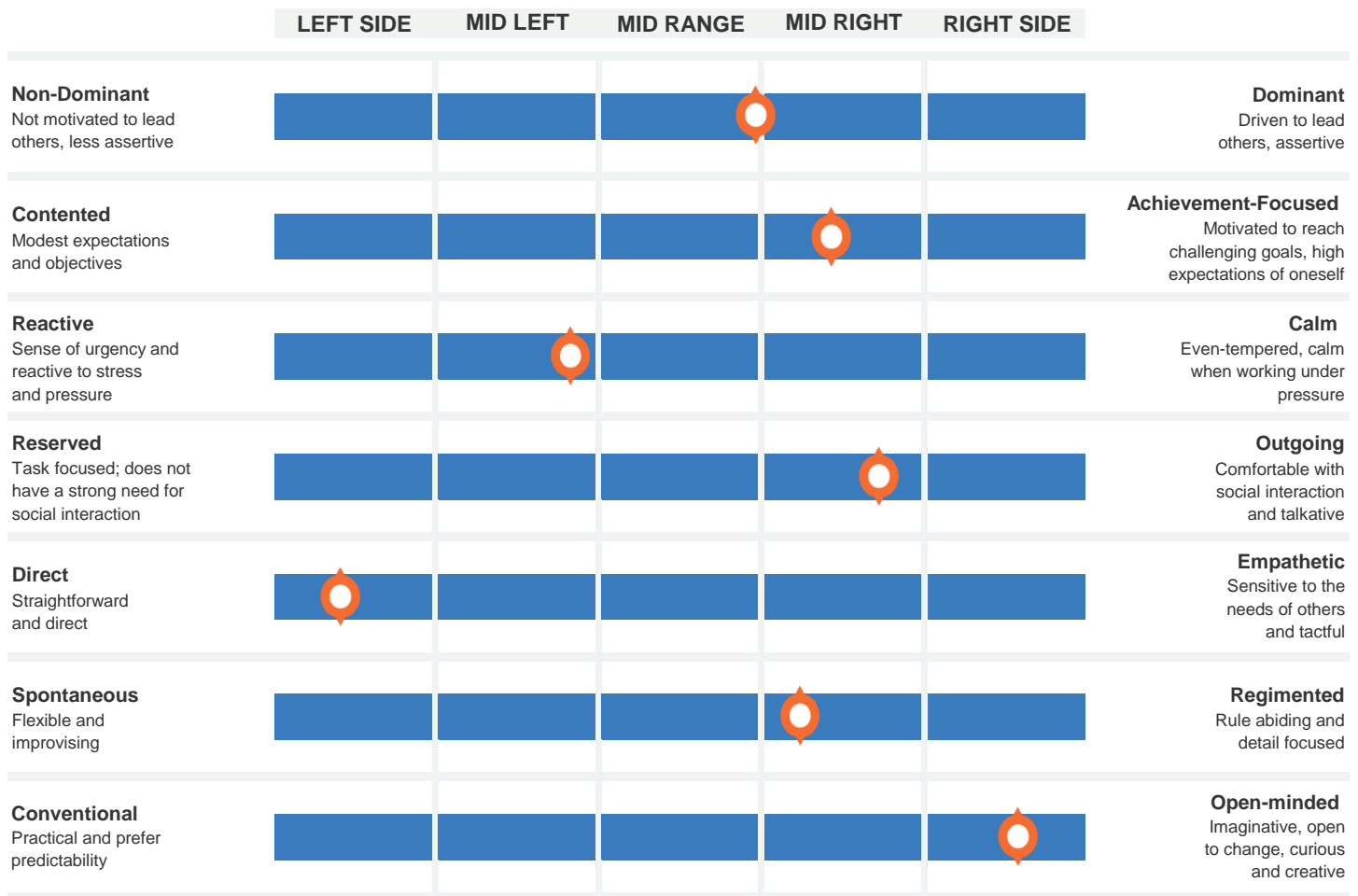
Open-minded

Direct

Outgoing

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

Summary of Kelly Sample's results:



Kelly Sample's Validity Category:

Acceptable

- If the validity category is "Caution":
- Interpret the results above with caution
 - Verify results with interview and reference questions

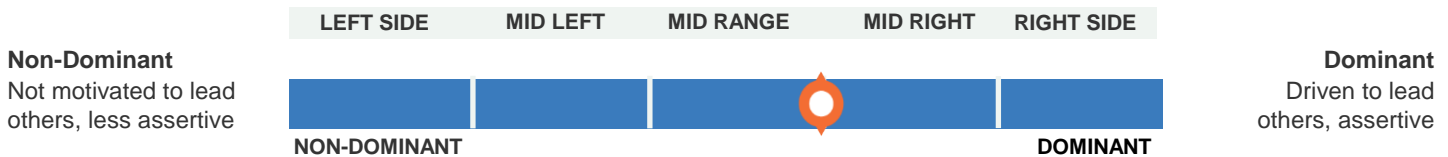


The marker represents the participant's results. The average results of working adults is at the middle point of each dimension.

Disclaimer:

We cannot predict the occurrence of specific incidents, but only the probability that people will engage in behaviors that increase the likelihood of incidents. These assessment results should always be considered in the context of all available information about a person; do not use this as the sole factor for making employment-related decisions.

Dimension 1: Non-Dominant vs. Dominant



Kelly Sample 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 Kelly Sample scored:

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

Job-Fit Considerations – Kelly Sample 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

Coaching/developmental areas related to how Kelly Sample scored:

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

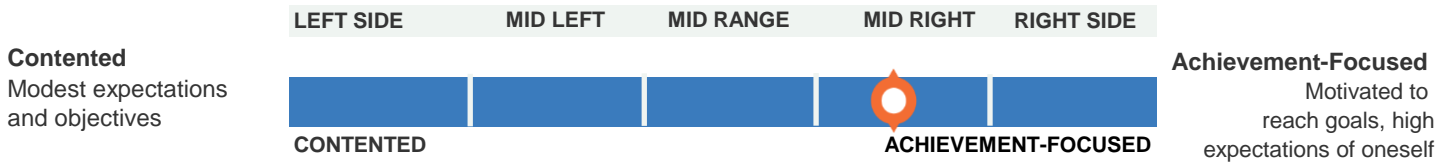
Management considerations for leading Kelly Sample:

- 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?

Dimension 2: Contented vs. Achievement-Focused



Kelly Sample scored in the Mid Right of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. High scoring individuals are focused on achieving challenging goals and completing their objectives at a high performance level.

Positive aspects of how Kelly Sample scored:

- Self-motivated to reach goals
- Has high standards and expectations of themselves and others
- Focused on completing tasks and reaching objectives
- Enjoys challenges

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Provides rewards for self-motivation and hard work
- Requires meeting high standards
- Involves working to reach challenging goals
- Provides recognition for delivering good quality results

Coaching/developmental areas related to how Kelly Sample scored:

- May need to be challenged and fully utilized to be engaged in work
- May become frustrated when personal goals are not met

Management considerations for leading Kelly Sample:

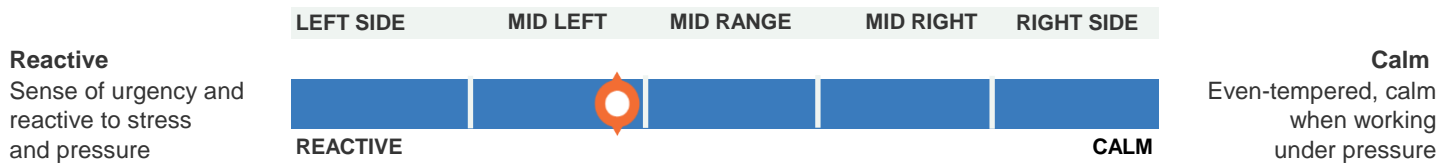
- Would respond well to being recognized for reaching objectives
- Would prefer to have challenging goals rather than easy ones
- May be too self-critical if goals aren't met
- Would respond well to being encouraged to exceed expectations

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

• Tell me about a time when you felt that you weren't challenged enough in your job. What was the situation and how did you handle it?

• Tell me about a time when you really had to push yourself to achieve a difficult goal. What was the goal and how did you reach it?

Dimension 3: Reactive vs. Calm



Kelly Sample 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. Mid-range scoring individuals are able to remain composed and calm but can also be expressive. They have a moderate sense of urgency with their work.

Positive aspects of how Kelly Sample scored:

- Seen as balanced and stable
- Able to handle typical job stress
- Self-aware
- Receptive to feedback

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Has a balanced workload with a variety of tasks
- Has a mix of high and low stress tasks
- Is demanding but not highly stressful
- Has realistic performance expectations

Coaching/developmental areas related to how Kelly Sample scored:

- May prefer to think through possibilities before taking action
- May not always display a sense of urgency

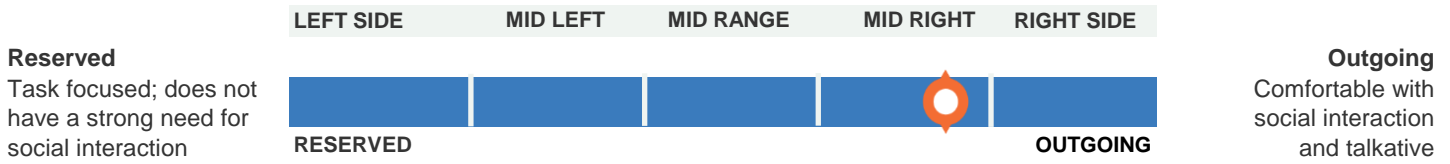
Management considerations for leading Kelly Sample:

- Able to perform under pressure
- Should be given ambitious but reachable goals and targets
- Can handle challenging tasks and projects
- Will likely not appreciate management over-reacting to minor issues or threats

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

- Tell me about a time when you had so many demands on you that you were unable to complete them all? What was the situation and how did you respond?
- Give me an example of a time when you demonstrated a sense of urgency in order to resolve an issue or problem. What were the circumstances and what actions did you take?

Dimension 4: Reserved vs. Outgoing



Kelly Sample scored in the Mid Right of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Right side scoring individuals tend to be approachable and outgoing. They are able to quickly build rapport and enjoy interacting with new people.

Positive aspects of how Kelly Sample scored:

- Comfortable initiating social interaction
- Can quickly build relationships with coworkers and customers
- Comfortable being the center of attention
- Is naturally outgoing, open and communicative

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Involves collaboration with others
- Requires making contact with unfamiliar people
- Involves limited independent work
- Has a focus on communicating and building relationships

Coaching/developmental areas related to how Kelly Sample scored:

- May prefer collaboration to completing tasks independently
- May perform better with more group involvement

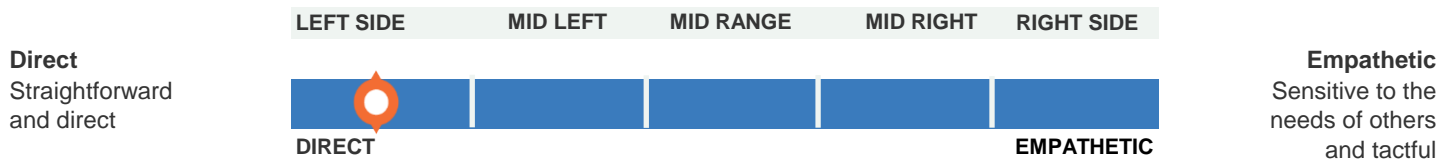
Management considerations for leading Kelly Sample:

- Should have more tasks that involve interacting with others than independent work
- Will likely share thoughts and ideas openly
- May not always think ideas through before sharing them
- Should be given the opportunity to interact with new people

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

- 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?
- Give me an example of when your listening skills played a key role in achieving an objective. Describe the situation in detail.

Dimension 5: Direct vs. Empathetic



Kelly Sample scored in the Left Side of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person is sensitive to the feelings of others & shows empathy. Left side scoring individuals are seen as direct & are typically more interested in completing tasks than developing interpersonal relationships.

Positive aspects of how Kelly Sample scored:

- Will likely be a straightforward and frank communicator
- Focused on completing tasks
- Comfortable voicing unpopular opinions
- Comfortable handling interpersonal tension

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Allows being direct and forthright
- Requires assertiveness
- Allows an opportunity to provide constructive criticism
- Focuses on both concrete issues and people issues

Coaching/developmental areas related to how Kelly Sample scored:

- May focus on completing tasks more than people issues
- May be seen as too forthright by highly sensitive people

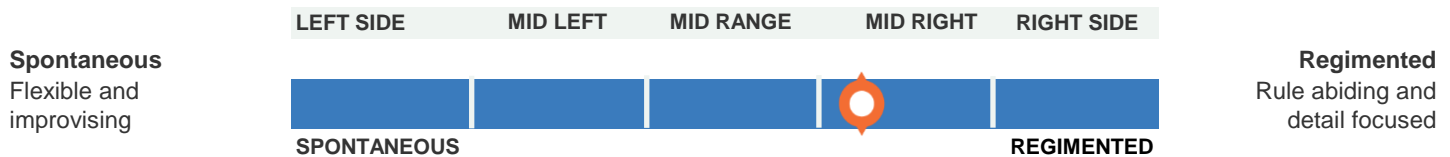
Management considerations for leading Kelly Sample:

- Should be encouraged to provide frank opinions and constructive criticism
- Will not shy away from interpersonal conflict
- Can handle negative information
- Not likely to take criticism personally

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

- Tell me about a time when you needed to make someone feel comfortable and at ease. How did you approach the situation?
- 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?

Dimension 6: Spontaneous vs. Regimented



Kelly Sample 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 Kelly Sample scored:

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

Job-Fit Considerations – Kelly Sample 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

Coaching/developmental areas related to how Kelly Sample 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

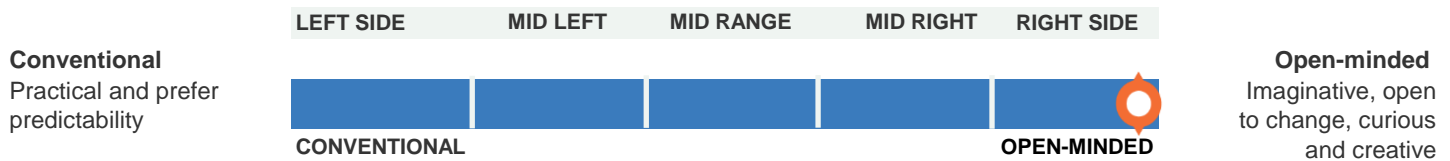
Management considerations for leading Kelly Sample:

- 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?

Dimension 7: Conventional vs. Open-minded



Kelly Sample scored in the Right Side of the Conventional vs. Open-minded dimension.

This dimension measures the degree to which a person is curious, imaginative and innovative. High scoring individuals are creative and comfortable with change. They will likely have a strong preference for variety in their work.

Positive aspects of how Kelly Sample scored:

- Willing to experiment with new tools and methods
- Thinks strategically
- Open to change and new ideas
- Good at finding creative solutions to problems

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Allows for innovation and developing new ideas
- Requires finding creative solutions to problems
- Involves strategic thinking
- Allows some decisions to be made based on intuition

Coaching/developmental areas related to how Kelly Sample scored:

- May need a lot of change to remain stimulated
- May over-analyze situations or problems at times

Management considerations for leading Kelly Sample:

- Should be given the opportunity to try new approaches to tasks
- Should be included in brainstorming or strategizing
- Would enjoy facing new challenges
- Will be comfortable adapting to change and taking risks

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

- Tell me about a time when you had to do a tedious task or set of tasks. What was the situation and what did you do?
- Give me an example of a time when you needed to be creative or innovative in order to complete a task or objective. What was the situation and how did you respond?

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** Employer and Participant reports*

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