



Joe Sample

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Candidate ID 2637

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Organization Sample Distributor

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What the Elite Personality Profile Measures

The Elite Personality Profile is a general indicator of the individual's strength or weakness on ten personality dimensions generally perceived to be important for a wide range of occupations. The individual scale scores offer detailed insights with respect to the applicant's personality and potential job fit.

The areas assessed by this Profile are:

Reliability	The Reliability scale measures the degree to which an individual is likely to be dependable, hardworking, performance and goal oriented and conscientious about the quality of his or her work.
Self Confidence	The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.
Leadership	Leadership measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for jobs that require the management of others and/or the coordination of the work of others to accomplish the organization's goals. Supervisors, managers and team or group leaders need leadership characteristics to be successful.
Flexibility	Flexibility measures the degree to which the individual is likely to be able to adapt to change and is more open minded than stubborn. This characteristic is important for fast paced jobs where priorities often shift. It is also important for organizations that are in transition or are expecting changes that will affect work duties and responsibilities.
Achievement Drive	Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition within departments or between coworkers and positions where the individual is expected to grow and advance to higher levels within the organization.
Assertiveness	Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).
Stress Management	Stress Management measures the degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for jobs requiring interactions with customers, multi tasking and jobs in fast paced organizations to name a few examples.
Helping Disposition	Helping Disposition measures the degree to which an individual is friendly and is likely to go out of his or her way to assist or help customers and/or co-workers. This characteristic is important for most, if not all, jobs.
Team Player	Team Player measures the degree to which the individual is likely to



cooperate in all aspects of his/her work relationships including working in harmony with others to achieve a common goal. This characteristic is important for jobs requiring interaction and cooperation among coworkers.

Trustworthiness

Trustworthiness measures the degree to which the individual is likely to be honest and trusting of others. This characteristic is important for most, if not all jobs with special emphasis on cash handling jobs and jobs involving confidential or sensitive information.

Candidness of the Elite Personality Profile Results

This Profile includes a candidness check to determine the degree to which the individual may have exaggerated his/her responses in order to present themselves more favorably. The results of this validity check with interpretation is presented on the following page.

Interpreting the Elite Personality Profile

The following page also presents the Total Score Summary and Total Score Interpretation. This is followed by the Score Profile. The Score Profile includes the scores for all of the scales. The scores are presented in terms of percentiles. The percentile indicates how the candidate scored relative to all other individuals who have taken the assessment. For example, if a candidate's score on a particular scale shows as the 75th percentile, this indicates he/she scored better than 75% of all other people who have completed that scale.

The pages that follow the Score Profile provide detailed interpretations for each of the scales, as well as, management strategies and follow-up interview questions one can ask the candidate to obtain more insight with respect to areas needing development.



Total Score Summary



Caution



Average



High

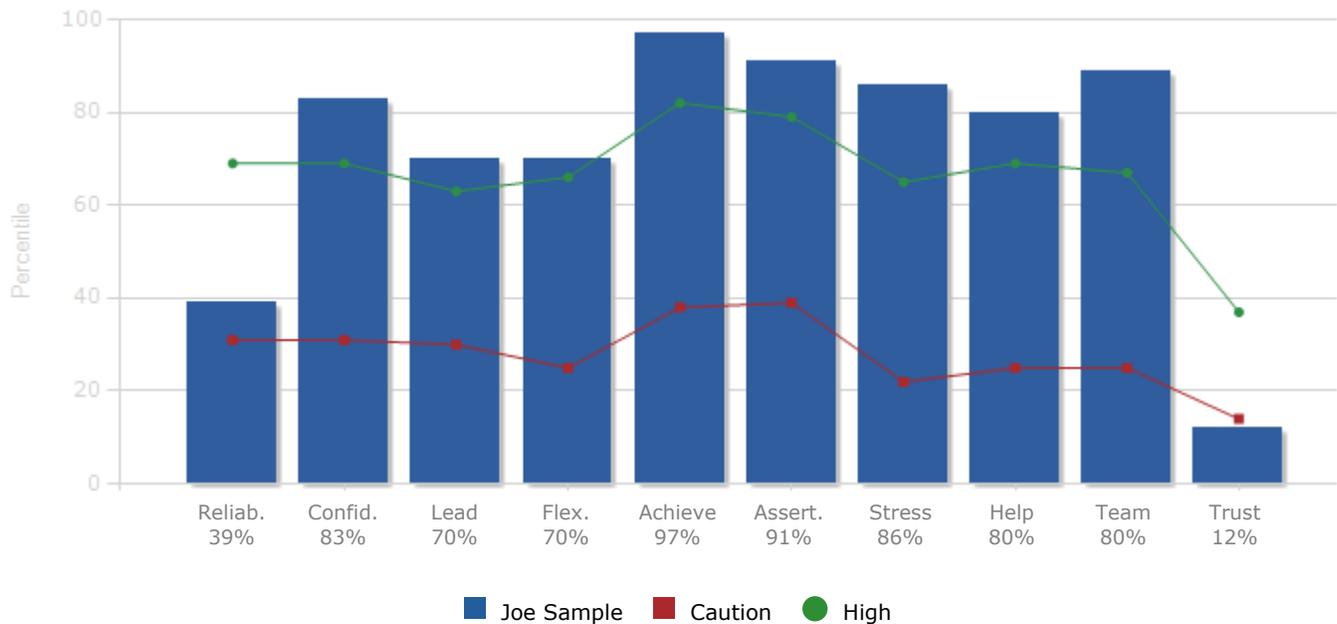
Total Score Interpretation

This candidate's total Elite Personality Profile score falls within the High range. This candidate generally demonstrates high levels of the personality characteristics assessed by this profile. Review individual scale details to better understand strengths and potential shortcomings. Focus on those personality dimensions that are relevant to the job for which the person is being considered.

Score Validity

Candidness: High - The candidate's responses are likely to be an accurate representation of his/her attitudes and behaviors.

Score Profile



The bar graph above shows the candidate's score pattern across all the dimensions assessed by this profile. The pages that follow offer detailed insight into each dimension score.



Reliability



Caution



Average



High

Score Details

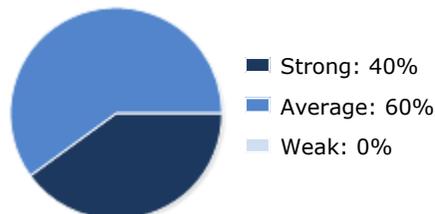
The Reliability scale measures the degree to which an individual is likely to be dependable, hardworking, performance and goal oriented and conscientious about the quality of his or her work.

Joe Sample scored in the **39th** percentile on Reliability (Average), meaning Joe scored lower than 61 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Reliability behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Reliability.



Expected Job Behaviors

- This individual is generally dependable and plans ahead from time to time.
- On occasion, work responsibilities may require some follow-up
- This individual's reliability score is consistent with most other candidates.
- The quality of his/her work is satisfactory.
- Is moderately organized.



Self Confidence



Caution



Average



83%

High

Score Details

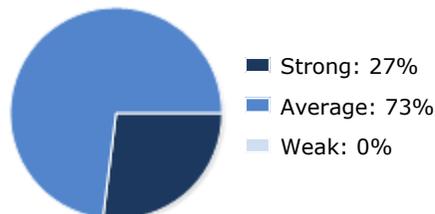
The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.

Joe Sample scored in the **83rd** percentile on Self Confidence (High), meaning Joe scored better than 83 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Self Confidence behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Self Confidence.



Expected Job Behaviors

- Is self-assured.
- Is confident in his/her decisions and actions.
- Is not overly affected by what others think of him/her.
- Tends to bounce back from disappointments because he/she knows inside that he/she can overcome difficult situations.



Leadership



Caution



Average

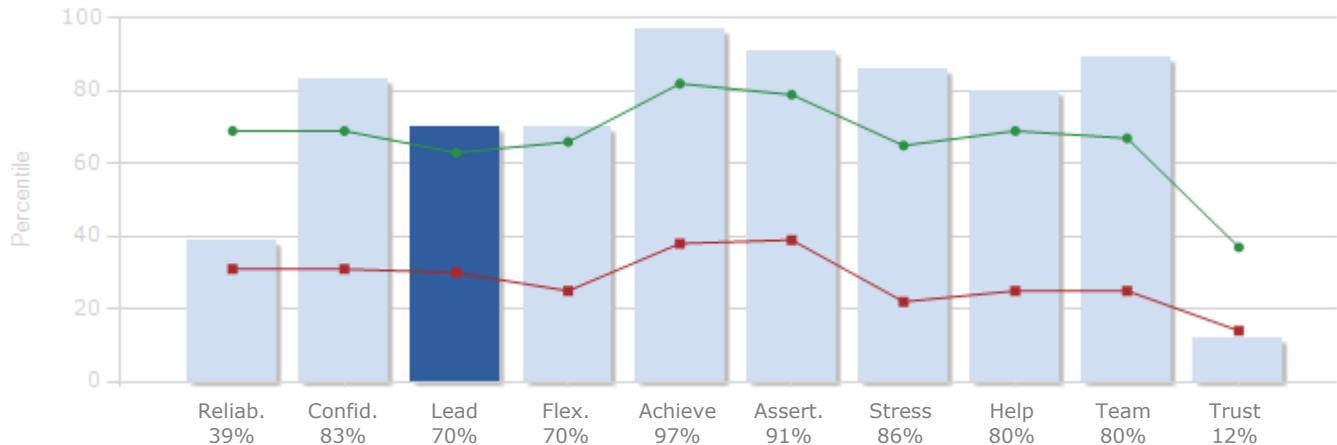


High

Score Details

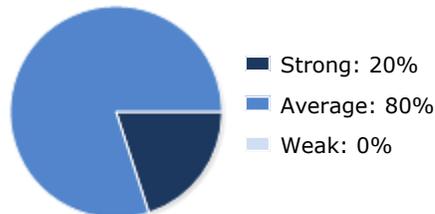
Leadership measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for jobs that require the management of others and/or the coordination of the work of others to accomplish the organization's goals. Supervisors, managers and team or group leaders need leadership characteristics to be successful.

Joe Sample scored in the **70th** percentile on Leadership (High), meaning Joe scored better than 70 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Leadership behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Leadership.



Expected Job Behaviors

- This individual has the interest, ability, and disposition necessary to be effective in a leadership role.
- Is able to coordinate the work of others.
- He/she has the ability to influence others.
- Enjoys being in a leadership role and the responsibilities that come with it.



Flexibility



Caution



Average

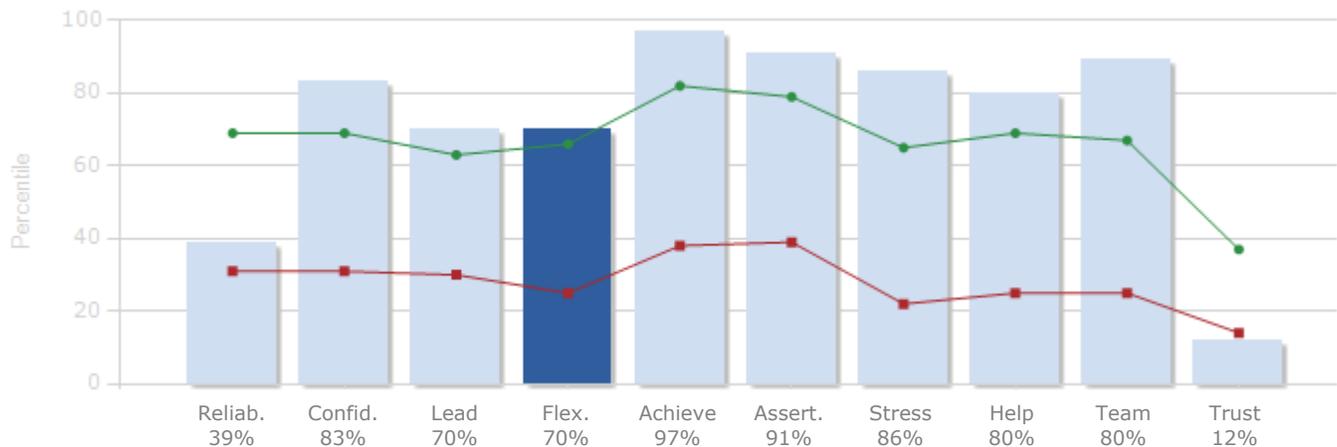


High

Score Details

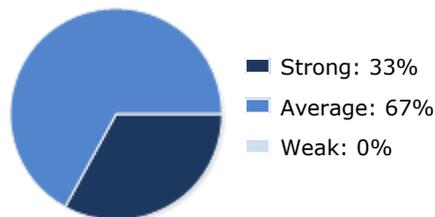
Flexibility measures the degree to which the individual is likely to be able to adapt to change and is more open minded than stubborn. This characteristic is important for fast paced jobs where priorities often shift. It is also important for organizations that are in transition or are expecting changes that will affect work duties and responsibilities.

Joe Sample scored in the **70th** percentile on Flexibility (High), meaning Joe scored better than 70 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Flexibility behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Flexibility.



Expected Job Behaviors

- This individual is willing and able to adapt to change easier than most.
- Goes with the flow.
- He/she is open-minded and cooperative.
- Changes priorities as needed with little resistance.



Achievement Drive



Caution



Average



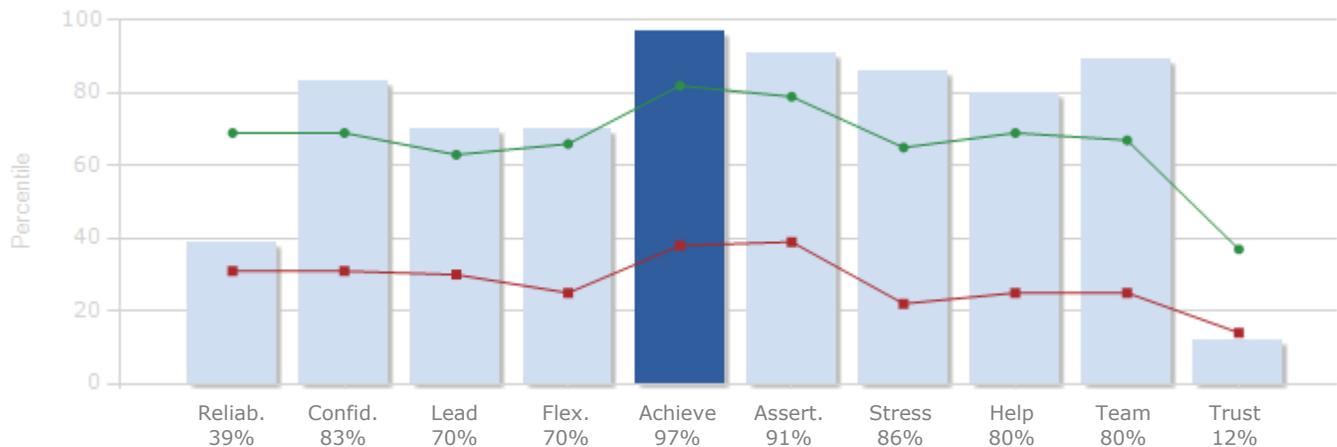
97%

High

Score Details

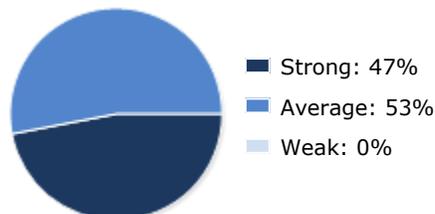
Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition within departments or between coworkers and positions where the individual is expected to grow and advance to higher levels within the organization.

Joe Sample scored in the **97th** percentile on Achievement Drive (High), meaning Joe scored better than 97 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Achievement Drive behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Achievement Drive.



Expected Job Behaviors

- This individual is competitive.
- Is constantly trying to surpass set goals.
- He/she is driven to be the best at whatever he/she does.
- Is likely to create competitive situations with coworkers.



Assertiveness



Caution



Average



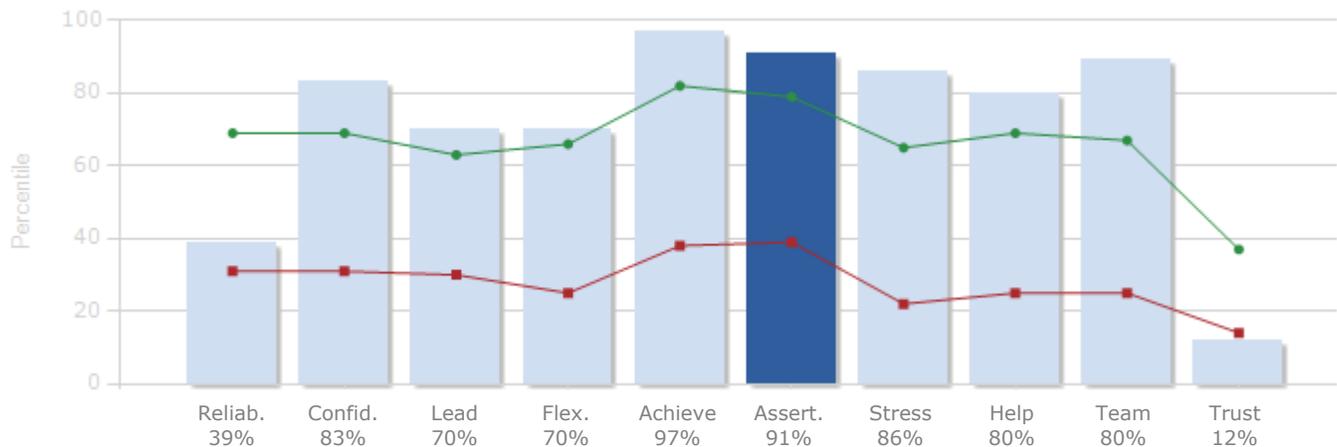
91%

High

Score Details

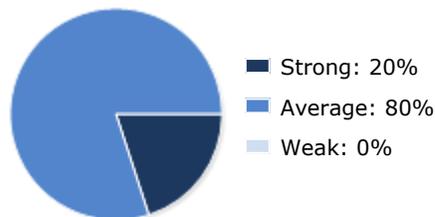
Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).

Joe Sample scored in the **91st** percentile on Assertiveness (High), meaning Joe scored better than 91 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Assertiveness behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Assertiveness.



Expected Job Behaviors

- This individual will assert him or herself when necessary.
- Will take control of situations and interactions.
- He/she will speak his/her mind.
- Will be outgoing with a strong personality.



Stress Management



Caution



Average



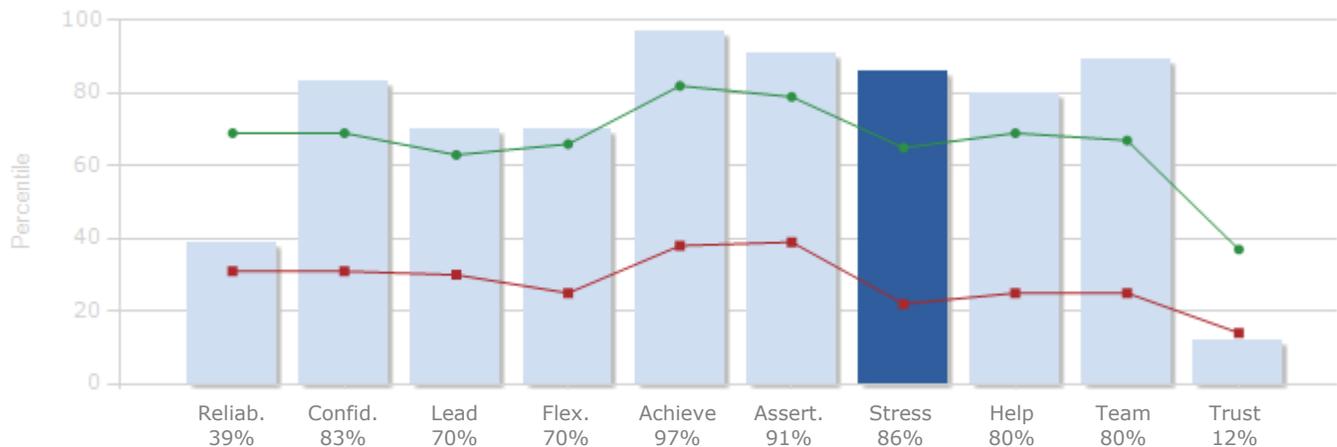
86%

High

Score Details

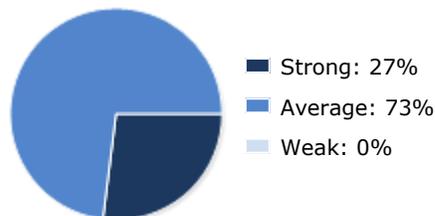
Stress Management measures the degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for jobs requiring interactions with customers, multi tasking and jobs in fast paced organizations to name a few examples.

Joe Sample scored in the **86th** percentile on Stress Management (High), meaning Joe scored better than 86 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Stress Management behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Stress Management.



Expected Job Behaviors

- This candidate will demonstrate patience during difficult work situations.
- He/she will remain calm during times of conflict with customers and co-workers.
- Is able to deal effectively with change at work.
- He/she remains cool under high-pressure situations and therefore makes appropriate decisions in these circumstances.



Helping Disposition



Caution



Average



80%
High

Score Details

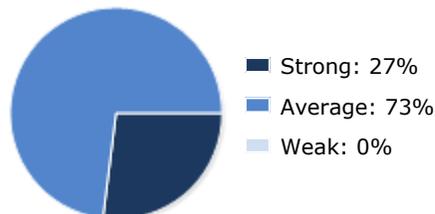
Helping Disposition measures the degree to which an individual is friendly and is likely to go out of his or her way to assist or help customers and/or co-workers. This characteristic is important for most, if not all, jobs.

Joe Sample scored in the **80th** percentile on Helping Disposition (High), meaning Joe scored better than 80 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Helping Disposition behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Helping Disposition.



Expected Job Behaviors

- This individual is friendly.
- Is empathetic and cares about the needs of others.
- Will go out of his or her way to assist or help customers and/or co-workers.
- Will sacrifice self to help others out.



Team Player



Caution



Average



89%
High

Score Details

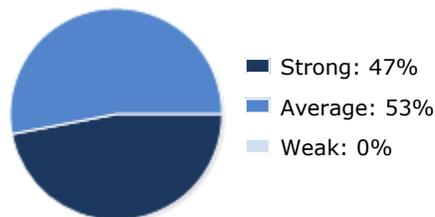
Team Player measures the degree to which the individual is likely to cooperate in all aspects of his/her work relationships including working in harmony with others to achieve a common goal. This characteristic is important for jobs requiring interaction and cooperation among coworkers.

Joe Sample scored in the **89th** percentile on Team Player (High), meaning Joe scored better than 89 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Team Player behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Team Player.

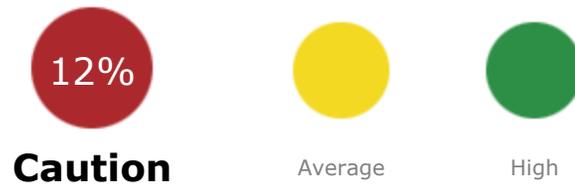


Expected Job Behaviors

- This individual will be a team player and will cooperate in all aspects of his or her work relationships.
- He/she values interpersonal relationships and will "chip in" to help others when necessary.
- He/she has the ability to work in harmony with others to achieve a common goal.
- Will compromise when appropriate to achieve team goals.



Trustworthiness



Score Details

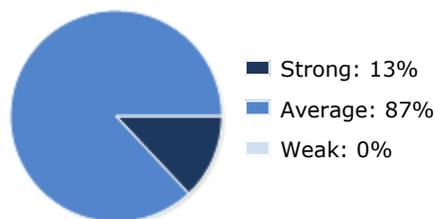
Trustworthiness measures the degree to which the individual is likely to be honest and trusting of others. This characteristic is important for most, if not all jobs with special emphasis on cash handling jobs and jobs involving confidential or sensitive information.

Joe Sample scored in the **12th** percentile on Trustworthiness (Caution), meaning Joe scored lower than 88 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Trustworthiness behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Trustworthiness.



Expected Job Behaviors

- There is a much higher probability that this individual will engage in untrustworthy behaviors than for those scoring higher.
- Finds it difficult to trust the good intentions of those around him/her.
- He/she will tend to have trust issues with others.
- May have a tendency to engage in counterproductive workplace behaviors.



Management Strategies

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses. The diagram below also offers a graphical representation of the areas covered by the Profile. The smaller the area, the more coaching/development might be required.

Reliability

- This individual may need some supervision and an occasional push to be more organized, and thoughtful about his/her work.
- He/she should be guided when developing training plans and setting goals.
- The importance of consistency, punctuality and reliability to be successful need to be stressed and tied into his/her daily routines.
- When he/she exhibits reliable, conscientious behaviors, reinforce them through praise and appreciation and other rewards that may motivate the individual.



Self Confidence

- Maintaining high levels of confidence require continuing to build self-esteem levels. Continue to point out and reinforce the candidate's positive decisions, behaviors and performance through praise and appreciation.
- Minimize negative comments and criticisms. Focus on the positives. High levels of self-confidence sometimes come with a stubborn demeanor that may be exaggerated by negative comments.
- While being self-confident is important for business success, care must be taken to make sure the individual's high level of confidence does not diminish the importance of considering the advice of others, including managers.
- While this individual's level of confidence and perceived control is a definite strength, be aware that at times it may also raise some difficulties associated with over confident behaviors.



Leadership

- Give the individual the opportunity to take a leadership role. Recognize and praise positive performance in this area.
- This individual's ability to influence others is one of his/her strengths. Engage the individual in work that requires influencing tactics.
- He/she should be considered for taking the lead in team exercises/projects.
- Sometimes these individuals use their influencing abilities for self- gain rather than for the benefit of the organization. If this occurs, take appropriate corrective action.



Flexibility

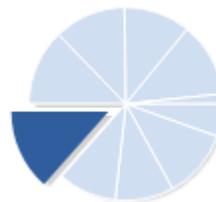
- This individual works well in a fast paced, changing environment.
- Recognize when he/she changes priorities for the benefit of the team or department or another individual.
- His/her level of flexibility may be ideal for team-oriented tasks and environments where dealing effectively with various personality types is critical.
- Monitor to make sure his/her flexible demeanor does not result in taking on additional tasks that may get in the way of accomplishing individual goals or objectives.



- Reliability 39%
- Self Confidence 83%
- Leadership 70%
- Flexibility 70%
- Achievement Drive 97%
- Assertiveness 91%
- Stress Management 86%
- Helping Disposition 80%
- Team Player 89%
- Trustworthiness 12%

Achievement Drive

- To maintain the candidate's drive and motivation, reward their winning attitude.
- Work with the individual to develop challenging goals and reward goal accomplishment.
- While this characteristic is important for business success, care must be taken to make sure the individual's high level of competitiveness does not affect team performance or relationships.
- This individual's competitive energy needs to be focused on being the best he/she can be within the overall business plans and strategies.



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- Trustworthiness 12%

Assertiveness

- This individual's level of assertiveness is higher than most. To maintain the candidate's assertiveness drive, reward their assertive disposition when they exhibit it in appropriate settings.
- Work with the candidate to determine what aspects of their job requires assertive behaviors and role-play those situations.
- While this characteristic is important for business success in various jobs, care must be taken to make sure the individual's high level of assertiveness does not cross the line with customers and coworkers.
- This individual's assertive disposition needs to be kept in check and used only when the job calls for it. Overly assertive candidates can distance others if they allow this characteristic to take over appropriate interpersonal communications.



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- Trustworthiness 12%



Stress Management

- Given this candidate's ability to handle stressful situations, he/she may have a tendency to take on more work than they should. Monitor their workload and offer assistance when appropriate.
- Use their calm demeanor in pressure situations to help those that become overwhelmed. Have them train others in how to best deal with stressful work situations.
- Use these individuals as problem solvers during high stress situations. Their calm demeanor is ideal for carefully reviewing all options and making rational decisions.



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Team Player	89%
Trustworthiness	12%

Helping Disposition

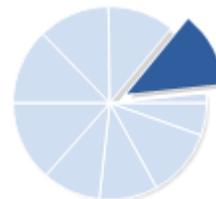
- This candidate is ideal for working environments where empathy and caring behaviors are important.
- This individual tends to be caring and sensitive. His/her feelings tend to be hurt easier than most. Harsh criticism should be avoided.
- His/her willingness to help sometimes results in him/her taking on the work of others or being overly generous with customers.
- Work with the individual to find a balance between being overly helpful and being productive.



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Leadership	70%
Flexibility	70%
Achievement Drive	97%
Assertiveness	91%
Stress Management	86%
Helping Disposition	80%
Team Player	89%
Trustworthiness	12%

Team Player

- These candidates value interpersonal relationships with team members, colleagues and managers. Therefore, these should be taken into consideration when working with the individual.
- To maintain team oriented and cooperative behaviors, involve the individual in setting team goals and reward him/her for demonstrating team oriented behaviors.
- For individuals who do not participate in team or group activities, develop close relationships with them and involve them in goal setting.
- While cooperativeness is important for both team and individual success, care must be taken to make sure the individual does not undervalue his/her individual contributions in favor of constant compromise within the team. Both team orientation and individual competitiveness are important for overall success. It is important that the individual be made aware of this and that efforts are made to find the right balance.



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Self Confidence	83%
Leadership	70%
Flexibility	70%
Achievement Drive	97%
Assertiveness	91%
Stress Management	86%
Helping Disposition	80%
Team Player	89%
Trustworthiness	12%



Trustworthiness

- Limit the amount of confidential information the individual has access to.
- Limit any cash handling tasks or make sure there is supervision when cash is handled.
- Monitor his/her performance and interactions with team members to minimize negative effects on morale stemming from trust issues.
- Address trust concerns he/she may have regarding other employees.
- If their trust issues with others are unfounded and are causing discord within the team, consider offering counseling to the individual or placing the candidate in a job requiring little interaction with others.



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- Self Confidence 83%
- Leadership 70%
- Flexibility 70%
- Achievement Drive 97%
- Assertiveness 91%
- Stress Management 86%
- Helping Disposition 80%
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- Trustworthiness 12%



Interview Guide

This report includes follow-up interview questions that focus on those areas where further development might be needed. These questions serve as an excellent guide during the hiring process, coaching or developmental efforts to further uncover potentially negative behavioral tendencies.

Reliability

Question:

Discuss events from your work experience where you were held responsible for something you should not have been blamed for.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What percentage of your objectives must you complete before you consider yourself successful? Give examples from your past work history.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Tell me about work situations when you missed a deadline. What happened?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

What goals have you set that you have not reached. Why might setting goals and planning for the future be a waste of time?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Give work related examples of when you were more impulsive than predictable?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

From your work experience, explain how success or failure has been due to luck or bad luck rather than hard work.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How much emphasis have you placed on planning for the future? How important is it to set goals to accomplish one's objectives? Please explain your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Self Confidence

Question:

Describe for me times when you have thought about the possibility of failure when taking on something new? Describe work situations when your confidence has not been at its peak.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Tell me about a time when you were worried that you would not be able to perform your work as expected? What was the outcome? Do these thoughts occur often?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe a work situation that led you to feel stressed. How did you deal with it? What was the outcome?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Are you sure of yourself and what lies ahead for you, or are there times when you have doubts about your future.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Leadership

Question:

Tell me about opportunities you have had to be in a leadership role. What did you like or dislike about the situations?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Explain situations you have faced where you have had to tell co-workers or staff members what to do. What was difficult about those situations?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Tell me about a time when you were in a group situation and you ended up leading the discussion or project. How did that feel?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

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Question:

Share with me your experiences when you have been in a leadership function. How stressful was it for you?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Tell me about a time you were in charge of coordinating the work of others. What did you like or dislike about the situation?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Flexibility

Question:

From your work experience, what situations have you found it difficult to adapt to?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Tell me about a time when you were not as flexible as you could have been with a work situation. What caused you to behave this way?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Tell me about a time when you were negatively affected by change that took place at work? What was the outcome?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

What would it take to change your opinion about something? How easy or difficult is it to do that?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Why might your coworkers describe you as stubborn?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Why might you associate change with negative outcomes? Please explain your response based on your experience.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Why do you find it difficult to adapt to changing situations? What work-related experiences have you had that causes you to feel this way?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7



Achievement Drive

Question:

Give examples from your work history when you have "lost" or an outcome was not what you were striving for? What did you learn from it?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Please give examples from your experience of employees or coworkers you felt were overly competitive. Please describe their behavior and how it differed from yours.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Describe work situations when you felt you needed to be more competitive, but it just wasn't in you to be that way. What did you do?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Would you rather compete or compromise? Give work-related examples of when you would do one over the other.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7



Question:

Would you rather be the best at one thing or pretty good at many things? What are you particularly good at in terms of your work?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Assertiveness

Question:

Describe your usual role in group meetings or discussions? Would you say you are a listener or a talker?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

What do you do when you don't agree with your supervisor or manager? Do you let him/her know? Describe previous work situations when you did not speak up.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Would you say you are more laid back than assertive? Give examples from your work experience to support your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7



Question:

Describe your comfort level when you have to be assertive with a customer or coworker? How have you handled these situations in the past? Give specific work examples.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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5

Response Expected of an
Excellent Employee

6

7

Question:

If you are in a meeting and you have something you want to say, but you have not had the opportunity to speak, what would you do? How would you handle the situation?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Describe for me instances when you wished you had been more assertive? Give work-related examples.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

What situations have your coworkers observed that might cause them to say you are more easy going than you are assertive?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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5

Response Expected of an
Excellent Employee

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7



Stress Management

Question:

How would you describe yourself when it comes to dealing with stressful work-related situations? Do you get anxious or remain calm? Please give work-related examples.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Do conflicts with customers or coworkers cause you stress? Describe exactly how these situations affect your workday.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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5

Response Expected of an
Excellent Employee

6

7

Helping Disposition

Question:

Do you find that sometimes you just have to say "no" when someone requests your assistance? Can you explain these situations?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

How important is it for you to please people? Is this something you work hard at or something you don't worry about? Include work examples in your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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5

Response Expected of an
Excellent Employee

6

7



Question:

Describe for me how you might treat a coworker differently than a customer from a service perspective.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

When one is busy and someone needs help, should one put the needs of the other person ahead of one's personal needs, even if it means falling behind in at work? Please explain your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

6

7

Question:

Give work-related examples of both good and bad customer experiences you have had.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Is it generally best to mind your own business and keep to yourself instead of volunteering to help someone out? Please explain why you feel this way.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Tell me about negative experiences you have had with customers.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

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7

Team Player

Question:

Is it necessary to get along with all team members to have a successful team? What conflicts have you had with team members? Please explain your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Do you generally stay to yourself and enjoy working independently or do you enjoy working within a true team environment? Please explain your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Explain your experiences when working as part of a team.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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5

Response Expected of an
Excellent Employee

6

7



Question:

Do you prefer to create harmony or a little conflict within the team? Please explain your rationale and when you have done this in the past?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

Tell me about your working relationships with past coworkers? Do you generally remain distant from team members or develop close working relationships?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

Should team members serve to motivate each other or should they criticize each other with the goal of improving?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

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7

Trustworthiness

Question:

How easy or difficult has it been for you to trust others at work? What makes you feel this way?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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5

Response Expected of an
Excellent Employee

6

7



Question:

Is a small lie okay if it leads to an opportunity you may not have gotten otherwise? Have you ever lied at work to get ahead?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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5

Response Expected of an
Excellent Employee

6

7

Question:

Have you ever benefited at work from being deceptive?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

Should employers expect that their employees will steal from them? Please explain your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

When is it acceptable to try and get away with what you can at work?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Tell me about your experience with co-workers in terms of trust. Have you ever had trust issues with your co-workers?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Have you ever known someone was stealing from your employer? What did you do?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Can you give some examples of when it might not pay to be honest or fair in business? Have you been forced to be dishonest at work?

Please explain.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How important is it to be honest in order to be successful? Can one be successful being honest 100% of the time?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

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Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

6

7



Sum of Ratings

Number of Questions Rated

Average Rating

(Sum of all ratings divided by the number of questions rated.)

