

# CONSULTING PSYCHOLOGY GROUP, LLC

Industrial Psychologists

R. Wayne Helms, Ph.D.  
Daniel P. Whitenack, Ph.D.

## **PERSONNEL PROFILE**

**Confidential - Please Do Not Copy or Duplicate**

**NAME:** John Doe

**COMPANY:** XYZ Company

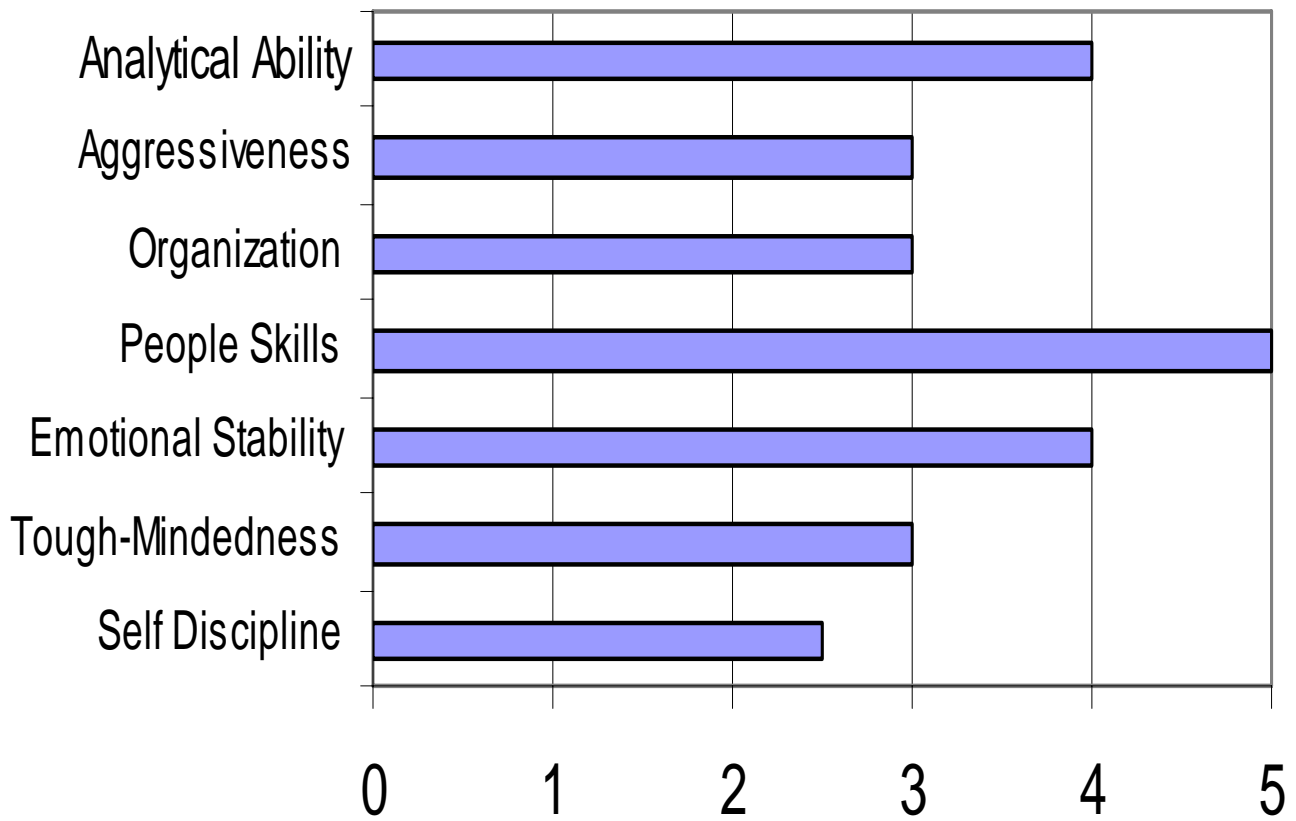
**CURRENT POSITION:** Applicant – Vice President of Business Operations

**PURPOSE OF EVALUATION:** Designation of Primary Assets and Developmental Needs

**DATE:** January 1, 2008

# Assessment Summary

**John Doe**



### **PRIMARY ASSETS**

- Mr. Doe has above average analytical thinking and problem solving capabilities when his test scores are compared with management norms and standards. He's a bright individual who can quickly assimilate new concepts or information. He has strong logic and reasoning capabilities in which to understand and resolve issues that are more challenging and complex.
- He is a little more creative in his thinking style than usual. Thus, we can expect him to develop some novel or innovative approaches in which to resolve issues. He can think "outside of the box" in order to develop some ideas that are novel or unique in some way.
- He's a little bit more strategic in his thinking style than usual. Mr. Doe operates most effectively at the more macro or "big picture" type of level. He's more of a big picture type of thinker than he is a fine/detailed type of person. So he operates best at that more macro and strategic level.
- His social skills are arguably his strongest asset. He has very strong interpersonal skills. He is not afraid to meet people. He is socially bold. There is no shyness to him whatsoever. So he is very comfortable and gracious when it comes to reaching out and developing relationships with new acquaintances. He is able to get people to know him and like him in a short period of time. He makes a good first impression with people on a consistent basis. On a day in and day out basis, he has a very extroverted personality. So he really does "need" to be around people the vast majority of the time. When he's around others he carries himself in a polished and poised fashion. He has a great deal of polish and etiquette to him. At the same time, he's also unpretentious, genuine and sincere. He comes across as being an upbeat or optimistic type of individual. He smiles readily and easily. He's a very likeable person.
- His social skills are also helped by the fact that he networks well. He's an individual that's likely to have a broad range of acquaintances across many different industries or "walks of life" and that can help serve him in terms of providing him with resources that he may need at times to solve problems.
- He communicates very well. He is a naturally open and communicative individual. He's likely to be effective at public speaking or stand up training. He's comfortable being the "center of attention" or being "in the spotlight." He's generally tactful and diplomatic about how he expresses himself. At the same time though, he's also not a complainer. So he is a person that doesn't verbalize his discontent or frustrations very often- which is in keeping with his upbeat type of personality.

- He has an entrepreneurial nature to him. He is more adventurous than most people. He's particularly drawn to roles where he can create something from scratch or fix/troubleshoot something that's not performing well. Start up roles and turnaround roles are his most natural niches.
- He does operate well on a team type of setting. He's a collaborative individual. So he's comfortable getting other people involved in the decision making process. He's a consensus builder. He's going to ask people what they think and then he can drive towards a common solution to solve problems.
- He has an agreeable nature about him. He's pleasant, easy going, and an individual that can get along well with most people. This is also in keeping with his strong social skills. So he is able to relate well and connect with a lot of different personalities and is not abrasive at all in his dealings with others.
- He's confident and self-assured. He believes in himself and in his abilities. He has some very natural leadership qualities to him.
- He's calm and even-tempered. So he does not get upset or frustrated very easily. He is much more even keeled than that.
- He has a good track record. He has a strong history of being successful in different organizations. In those companies, he was generally promoted after every two to three years or so and moved up into higher ranking positions within those companies.
- He's moderately well organized. He uses an electronic organizer to keep track of appointments and deadlines. He has a whiteboard in his office to keep track of key strategic initiatives that the company is undertaking and to make sure his crew is undertaking tasks that are consistent with those strategic initiatives. He makes a list of things he needs to get done on a regular basis.

### **DEVELOPMENTAL NEEDS**

- On the liabilities side, Mr. Doe does get bored or restless easily. He's an individual that is stimulated by novelty and challenge. He's not well suited for work that tends to be more repetitive, routine, or more "mundane." Once he feels that he has "mastered" a position then that job will start to lose its appeal for him and he'll start to look for a new challenge elsewhere. So he's unlikely to be content in any one particular job or role for a long period of time as a result.

- Secondly, he has some area for improvement in his organizational skills. As mentioned above, he is organized in some ways. But at the same time he's also not a very detailed-oriented individual. So he's not going to perform well in roles where he has to sit at a desk and perform a lot of detailed and tedious types of tasks, particularly if he has to work through that by himself for prolonged periods of time. So his lack of attention to detail hinders him from an organization perspective. It also does not appear that he is a particularly neat, tidy, or orderly individual so he needs to make sure that he puts things away, files things, so that his desk and office are more orderly and that would make it easier for him and others to keep track of files and administrative matters.
- In the leadership role, he does need to be more assertive. If anything, he errs on the side of "too nice" and is more reluctant than usual to confront people or problems about performance issues. He looks like an individual that can get too "buddy-buddy" with subordinates. He looks like an individual that has a pretty high "need" to be liked by people. Therefore, it's more difficult for him to have tough or negative types of conversations with others. So there may be instances where he needs to be a little firmer in his dealings with people and that's not something that comes very naturally to him.
- Mr. Doe need to be more disciplined as well. He does procrastinate on things that he doesn't want to do. So his work efforts can vary or be streaky/inconsistent as a result. He's very much enamored by novelty, challenges, and entrepreneurial types of projects or tasks. It is more repetitive and "mundane" types of things that don't get his attention. So some of the daily work – which is still important – still needs to be done by him.
- Mr. Doe shows more defensiveness than usual. His defensiveness scores are at the 94 percentile compared to general population norms. So he is more hesitant/reluctant to identify and admit to his own weaknesses or shortcomings than usual. This was also evident to some degree in the assessment interview where he struggled to identify a second weakness in himself. So we are likely to see a little more hesitancy in his self-insight than usual. It might be a little more difficult to coach or mentor him because of that defensive response.
- Finally, Mr. Doe also has to be careful that he doesn't take on too much work. He has a tendency to sometimes overfill his day and over commit himself. So he needs to make sure that he doesn't do that and that he does stick with his true top priorities and objectives without taking on some additional work and responsibilities as well.

### **SUMMARY AND RECOMMENDATIONS**

Mr. Doe is an external candidate to the company and is being considered for the Vice President of Business Operations of XYZ Company. He has a lot of good things going for him. He is a very bright individual who has a good creative nature in terms of solving problems in a unique way. He's a strategic thinker and problem solver. He has excellent social and communication capabilities. He has some very natural leadership qualities. His collaborative nature works well with the XYZ culture. He has an impressive track record. He has a history of success. He's very well suited for entrepreneurial types of environments and for organizations that might be looking for new and different ways of doing things. On the negative side, he does need to work on being more detailed and being more assertive. He gets bored easily. He's a little more defensive than what we typically like to see. His most natural fit is in a high-ranking sales leadership position within an entrepreneurial type of environment. Overall, he looks like a good match for the VP of XYZ Company.

### **RECOMMENDED**

DPW/cmd

Daniel P. Whitenack, Ph.D.