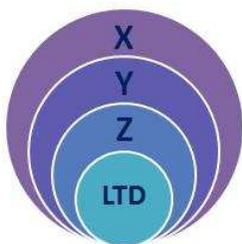




*Professionally Developed
and Validated Assessment Systems*

Development Report

Created for:



Candidate Name	DEBBIE DIXON
Remote/In-House	Remote Candidate
Company	XYZ, Limited
Position	HR Manager
Hiring Manager	John Jones
Phone #	999-999-9999
Date	August 5, 2018
File #	18080010D

The following developmental report was produced from your responses to the Business Check List (BCL). The BCL was developed and normed on business people taking the test as part of pre-employment screening. For that population it is a valid and predictive instrument. To the extent that your background and approach to the test resembles that of the normative population, this report should provide some helpful insights and suggestions for career and personal development.

Use this report along with input from other sources and your own observations to develop a plan of action. The issues you identify for self-development should be those that are most important and relevant to you, not the things that other people think you should do. Keep in mind that it is easier to develop skills and acquire knowledge than to change your basic personality. Success depends on commitment and on a dedication to life-long learning. Also keep in mind that others may not notice or react positively to changes in your behavior initially. It may take time for them to realize that the changes are real.

The first part of the report is a narrative which is made up of five paragraphs. The first addresses your approach to the test in terms of consistency, carefulness, defensiveness and similarity to others who have taken the test. The second paragraph discusses your approach to problem solving, the third discusses emotional and motivational factors, and the fourth addresses issues relating to your social and interpersonal style. The final paragraph focuses on some important work skills as well as on your similarities to people in certain types of jobs.

The second part of the report contains developmental suggestions which are derived from your most significant scores. Some of those scores are presented in the last part of the report in a graph or profile, while others are not. Extreme scores tend to represent the most prominent features of an individual's personality. As such, they probably reflect both your greatest strengths and your greatest potential weaknesses. Learning to handle the downsides and risks associated with our unique personality characteristics should be among the goals of most developmental activities.

TEST TAKING APPROACH

You appear to have read the items carefully and responded consistently. You presented yourself in a generally positive light. While not highly defensive, you may have put a positive spin on things.

PROBLEM SOLVING

You aren't prone to consider rules or convention in establishing a course of action. You are prone to be impulsive or overly expedient at times. Your action orientation and impatience can result in tunnel vision. You temper your emotional reactions with prudence. You are strategic in your view, but you may not be seen by others as highly visionary. You rely more on your action orientation than on your discipline. You are opinionated but you are also able to admit the limits of your knowledge. You need and probably want a minimum amount of structure. You are decisive, but may not always fully explore your options. Your ability to focus your efforts is variable and depends on your immediate interest in the task.

EMOTIONAL FACTORS

You will typically channel your competitiveness productively. You are not likely to be seen as strongly service oriented. You can be impatient and frustration prone. You are highly driven and achievement oriented. You have strong needs for control and you are prone to take charge readily. You are emotionally open and expressive. Your intensity generally shows through. You will probably need regular recognition and signs of appreciation to be satisfied. While you have some security needs, you typically get them met independently. You may be more independent in behavior than in thought. You are bold and risk-taking in your approach.

SOCIAL STYLE

You are generally talkative, but may be much less so in unfamiliar settings or when dealing with topics outside your areas of expertise or interest. You are likely to be seen as an assertive and rather outspoken person. You are an extraverted person, but you may be more direct than persuasive in your manner. You can be quite open in relaxed environments, but in more formal settings you tend to be private. You are by nature an expressive person, but in formal settings you're inclined to exercise emotional control. You show signs of having an intolerant and judgmental streak. You are more likely to be indirect than to confront conflict head-on. You may not always be sensitive enough to your impact. You may sometimes try too hard to project social confidence that you don't feel. You are generally positive, but you may show a less tactful and more abrupt side when you are disappointed. You are likely to be more upbeat and lighthearted than serious.

WORK FACTORS

You are highly communicative and you can be forceful and demanding when you don't see enough progress towards your goals. Your self-description was similar to those of people in a variety of sales and sales-related positions. While you can be quite friendly, under time pressure you are likely to have an impatient and intense style. You may be a demanding and direct team member whose sense of urgency can work against team process at times. You are likely to be a strong and effective goal setter. You show evidence of being mistake avoidant. While you may feel a sense of urgency, this may cause you to delay taking action upon occasion. Your profile is more similar to those of successful individual contributors than to those of managers or supervisors, but there are signs that you can show a more assertive and directive side when you feel the need to do so. You are orderly and disciplined in your work, but you may be more action oriented than planful.

Social Expressiveness. You show evidence of being socially uninhibited and communicative. This is likely to be an asset if the job requires close interaction and communication with people. However, it can also indicate that you'll become frustrated and uncomfortable if you must work in isolation. This factor is also sometimes associated with a relative lack of political astuteness. Have you ever gotten feedback that your tendencies to be uninhibited have hindered your ability to work in a reserved and introspective manner when necessary? Do you have enough restraint? How well do you function in positions which afford little or no contact with other people?

Social Dominance. Your profile suggests that you're likely to be highly assertive, socially bold and dominant. You probably need to take care not to come across as overly aggressive or assertive. Be careful that you're making your points with enough sensitivity and tact. You may be overly competitive and overly prone to take social risks. People with similar profiles typically don't back off and bite their tongues when dealing with sensitive negotiations and political situations. Think about a time when you realized you were being overly forceful or aggressive. How did you fix the situation? What was the end result? What would you have done differently if given the chance to do it over again?

Emotional Expressiveness. Your profile suggests that you may be emotionally excitable and that you have a tendency to seek attention. People with similar results are sometimes seen as overly confident or controlling. How well do you attenuate your expressions of feeling and emotion on the job? Have you ever had any difficulties on the job due to being too expressive? What could you have done differently?

Impatience. Your profile suggests that you are likely to be direct and impatient as you deal with frustration, tension or anxiety. You probably need to be careful that you're not seen as overpowering, brusque or headstrong. Monitor your level of patience as you deal with situations you perceive as slow moving. Try to find ways to diffuse your frustration in such circumstances.

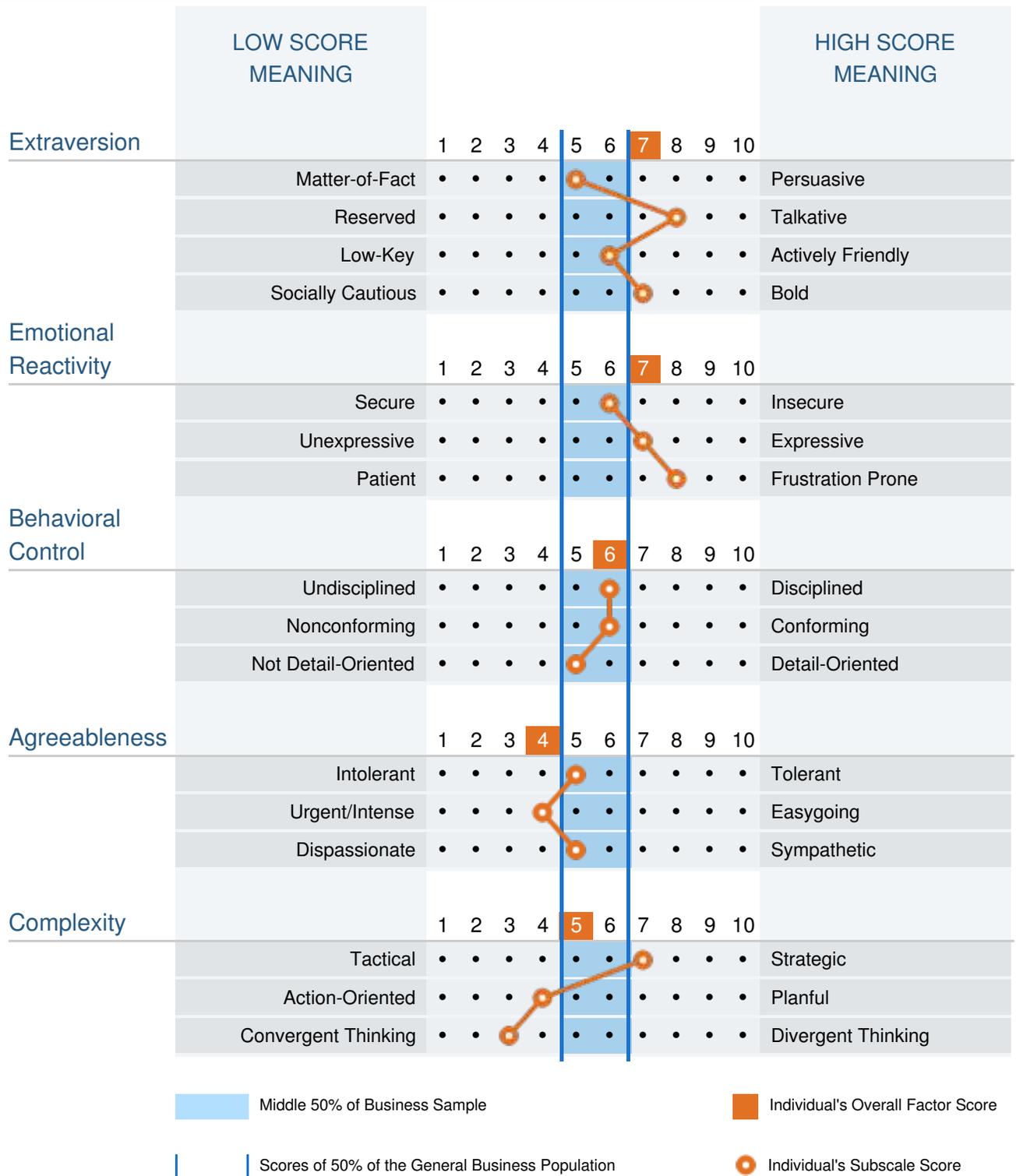
Intensity. Your profile suggests that you're unlikely to be seen as laid-back, patient or easygoing. You may be overly intense, impatient or driven when dealing with other people. Work on your abilities to assume a more leisurely and accepting manner. You may need to focus on issues of patience and tolerance when dealing with people who disappoint you. You also may need to guard against inadvertently intimidating other people.

Strategic Orientation. People with similar results are sometimes prone to become so absorbed in thought and intellectual complexities that they don't focus enough on practical, hands-on solutions. They are sometimes seen as intellectually aloof or detached. Do you tend to overanalyze problems or to be overly complex in your thinking? Make sure you're balancing your conceptual abilities with enough emphasis on practical, tactical, here-and-now concerns.

Action Orientation. There are signs that you are likely to be oriented towards action and that you may become distracted by immediate problems at hand. Make sure you're spending enough time in the analysis of complex situations and that you're being reflective and methodical in your approach. Do you use your problem-solving abilities with enough focus and discipline? Are you overly prone towards activity when you could maximize long-term results by being more reflective or introspective?

PERSONALITY PROFILE

FOR **DEBBIE DIXON**



These scores reflect general personality factors which are likely to have an influence on behavior consistently over time in a variety of settings. The particular job this individual is being considered for has been studied and the central tendencies for people in the job are indicated on the profile above.