



CoreSelectPlus™ Report

Name: Emily Sample

Organization: Performance Max, LLC

Job: Sales - Unique Value Transactions

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10200 Alliance Road, Suite 310
Cincinnati, Ohio 45242
Tel 513.792.7500 Fax 513.793.8535
support@devinegroup.com
www.devinegroup.com

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Understanding Emily Sample's CoreSelectPlus™ Report:

The information contained in this report should not be used as the sole discretionary source of information about the individual. Close attention and consideration should be given to the candidate's resume, job application, references, education and/or training, drug screen, job interview, previous job experience(s) and personal performance during the interviewing process.

About the Assessment:

The Devine Inventory® has been in use for over 30 years and provides information targeting 33 different behavioral areas and 12 competencies.

CoreSelectPlus™ Contents:

- **The Devine Inventory® Behaviors:** Thirty-three behaviors and their definitions
- **Emily Sample: At a Glance:** The customized Optimize™ score is determined from correlation studies of the organization's performance factors related to scores of incumbents. Recommendations are provided in relationship to how well the candidate matches the Success Profile. Also included is a summary of the individual's matches to the Success Profile, plus a graphical chart displaying competency results.
- **Competency Breakouts:** Detailed display of behaviors and percentile scores that comprise the competency result, along with an explanation of the results.
- **Behavior Summary:** Graphical display of behaviors, scores and matches to the Success Profile.
- **Devine Inventory® Profile:** Detailed display of the individual's scores on a 0-9 scale, with explanation of the meaning of each score.
- **Tailored Behavioral Interview Questions:** Suggested interview questions for the hiring manager to further probe the applicant's needs development (1, 2) or marginal (0, 9) areas.

The Success Profile: This report will help you evaluate Emily Sample's match to the Success Profile™ which has been created specifically for the Sales - Unique Value Transactions position with your organization.

1. First, the 33 behaviors are ranked according to their importance to fulfilling job requirements within the culture of your organization. The behaviors are ranked and presented in 3 pages of 11 behaviors each, with the first page of primary importance, the second page of secondary importance, etc.
2. The second component designates the required behavioral strength. The desired range of behavioral development scoring is designated within the overall 0 - 9 scale for each behavior.

Note: A Success Profile should only be prepared in consultation with a certified expert.

Behavior Match Considerations:

- A score is considered a match if it is in the desired success profile range or higher as long as it is not a "High Marginal" (9) score.
- Behavior scores that fall below the desired Success Profile range should be carefully reviewed as they can represent potential detractors to successful job performance.
- If the score is in the "High Marginal" (9) area, development is also needed.
- If a behavior has two scores (split score), it is not considered a match unless both scores are a match. The split score indicates that variances exist in the behavior pattern based on circumstances.



The Devine Inventory® Behaviors

<u>Behavior</u>	<u>Definition</u>
Aggressiveness	Being assertive and taking charge.
Authority Relationships	Demonstrating cooperation and respect for leaders.
Closure	Agreeing upon and completing courses of action with others.
Commitment	Supporting the organization's goals and directives.
Communications	Giving and receiving information.
Competitiveness	Obtaining advantage through team or individual effort(s).
Concentration	Focusing and avoidance of distractions.
Conflict Management	Weighing in on and resolving differences.
Creativeness	Envisioning new options, either practical or theoretical.
Decisiveness	Choosing a course of action with speed and ease.
Detail Orientation	Attention to facts and experiences making one a competent and skilled expert.
Ego	Gaining respect and demonstrating confidence.
Emotional Composure	Maintaining professionalism and poise.
Goal Orientation	Seeking challenges toward reaching objectives.
Influence	Gaining acceptance of ideas.
Initiative	Taking action without being told.
Instructiveness	Coaching, teaching or sharing information with others.
Intensity	Effectively controlling stress.
Intimacy	Sensing what others are feeling and responding to their needs.
Learning	Advancing knowledge, skills and abilities.
Listening	Seeking to understand what others are saying.
Mobility	Accommodating to requirements for moving about and/or travel.
Negotiating	Bargaining effectively for a strongly held position.
Planning	Thinking and organizing strategies, for either near or long-term.
Presentation Style	Holding others' attention while presenting.
Response to Change	Modifying work practices to accommodate new direction.
Schedule Orientation	Creating and meeting time commitments.
Self Responsibility	Taking personal accountability.
Sociability	Building a network of relationships.
Structure	Creating order and staying organized.
Task Completion	Staying with a task until it has been thoroughly accomplished.
Time Competency	Managing time efficiently.
Vitality	Maintaining energy and stamina.



Emily Sample: At a Glance

CoreOptimize™

57 out of 100

Do Not Recommend

This individual fails to meet the requirements to be successful in this position

BehaviorMatch™

Total Matches

23

Top 11 Behaviors

4

Middle 11 Behaviors

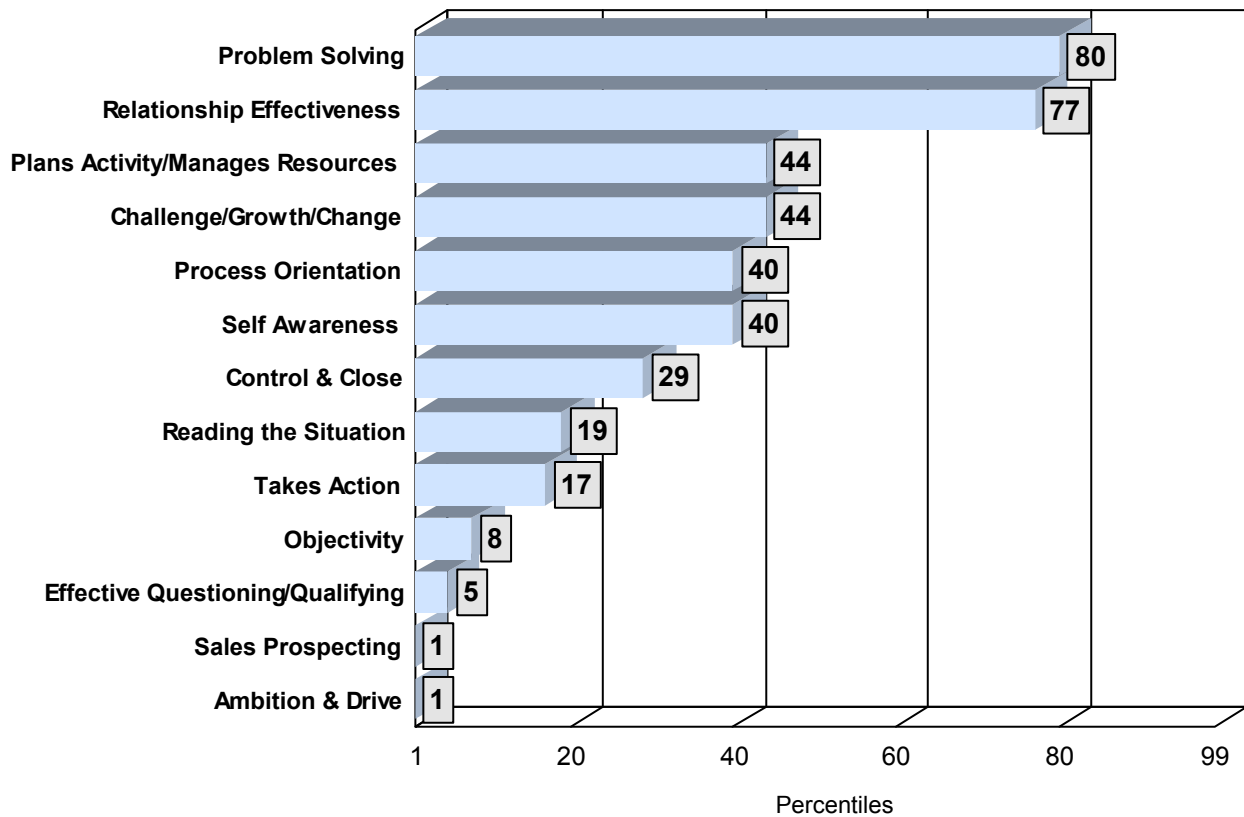
9

Bottom 11 Behaviors

10

Average number of matches for this Success Profile is 21.

Competencies





Competency Breakouts

- 80% Problem Solving** *(Salespeople with high scores in Problem Solving have the aptitude to assess a situation and envision solutions which meet the client's unique needs. They can differentiate their offering to more easily resist price pressure.)*
- | | | |
|-------------------------------|--------------|------------------|
| Listening (5) | Planning (5) | Creativeness (5) |
| (Mid) Emotional Composure (0) | Learning (8) | |
- 77% Relationship Effectiveness** *(Salespeople with high scores in Relationship Effectiveness place a high priority on personal relationships with their customers. They aim to rely on their relationships to give them competitive advantage.)*
- | | | |
|-----------------|------------------------|---------------------|
| Sociability (6) | Presentation Style (4) | Instructiveness (5) |
| Intimacy (8) | Communications (5) | |
- 44% Plans Activity/Manages Resources** *(Systematically plans to make the most effective use of resources)*
- | | | |
|---------------------|--------------|--------------------------|
| Time Competency (2) | Planning (5) | Schedule Orientation (4) |
| Structure (5) | Closure (6) | Concentration (4) |
| Instructiveness (5) | | |
- 44% Challenge/Growth/Change** *(Displays willingness to take the risk to change current comfort zone)*
- | | | |
|------------------|------------------------|----------------------|
| Mobility (6) | Response to Change (2) | Goal Orientation (1) |
| Initiative (2) | Learning (8) | Competitiveness (6) |
| Creativeness (5) | Decisiveness (4) | |
- 40% Process Orientation** *(Salespeople with moderate to high scores in Process Orientation have the organizational skill to effectively work a territory or group of accounts and can efficiently service the customer.)*
- | | | |
|------------------------|--------------------------|-------------------|
| Structure (5) | Task Completion (4) | Concentration (4) |
| Detail Orientation (3) | Schedule Orientation (4) | |
- 40% Self Awareness** *(Displays self-knowledge of strengths and needs to identify resources where there are gaps)*
- Self-Insight Rating (40)
- 29% Control & Close** *(Salespeople with high scores in Control & Close will naturally steer the sales process and move it toward a decision. This shortens the sales cycle by having the person lead rather than follow.)*
- | | | |
|---------------------|-------------------------|--------------------|
| Decisiveness (4) | Influence (6) | Aggressiveness (3) |
| Competitiveness (6) | Conflict Management (2) | |
- 19% Reading the Situation** *(Internalizes sales process but interprets individual situations correctly)*
- | | | |
|------------------------|-------------------------|------------------|
| Listening (5) | Emotional Composure (0) | Initiative (2) |
| Learning (8) | Creativeness (5) | Decisiveness (4) |
| Detail Orientation (3) | | |



17% Takes Action (*Displays resolve to follow through to honor commitments to self and others*)

Response to Change (2)	Self Responsibility (5)	Closure (6)
Decisiveness (4)	Initiative (2)	

8% Objectivity (*Participates while not taking things personally*)

(Inv) Self Responsibility (5)	(Inv) Sociability (6)	Conflict Management (2)
(Mid) Ego (5)	(Inv) Intimacy (8)	(Inv) Authority Relationships (8)
(Inv) Commitment (7)	Competitiveness (6)	

5% Effective Questioning/Qualifying (*Guides prospects effectively to the discover their own compelling reasons to buy*)

(Inv) Intimacy (8)	Listening (5)	(Mid) Emotional Composure (0)
Decisiveness (4)	(Mid) Detail Orientation (3)	(Mid) Ego (5)
Aggressiveness (3)	Conflict Management (2)	

1% Sales Prospecting (*Consistently and proactively reaches out for new business*)

Time Competency (2)	Vitality (0)	Intensity (4)
(Inv) Intimacy (8)	Sociability (6)	Communications (5)
Goal Orientation (1)	Initiative (2)	

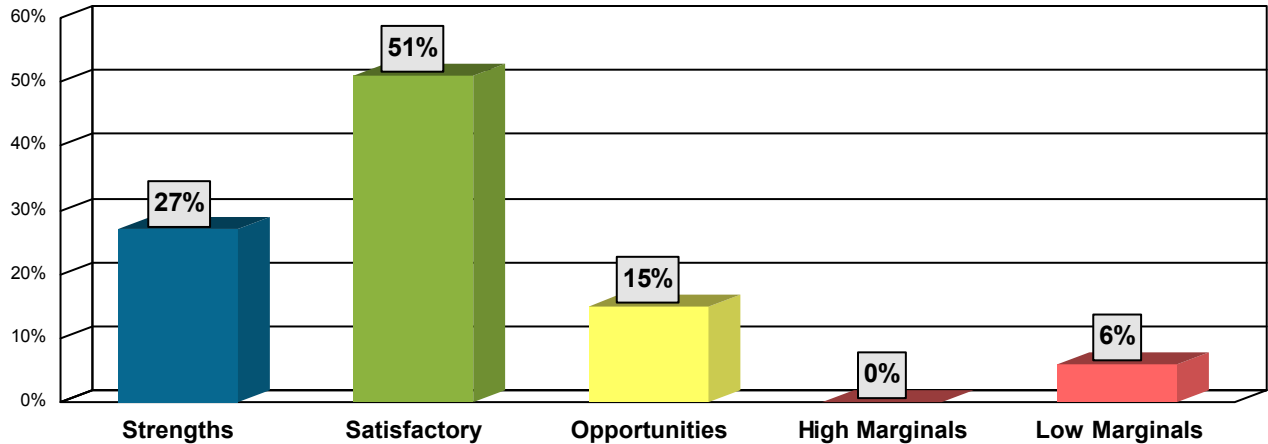
1% Ambition & Drive (*Salespeople with high scores in Ambition & Drive expect to win and will strive to be the best they can be. They rebound quickly from adversity and have persistence to do whatever it takes to get the job done*)

Time Competency (2)	Vitality (0)	Ego (5)
Goal Orientation (1)	Initiative (2)	



Behavior Summary

Behavior Scores



Strengths

- Authority Relationships (8)
- Closure (6)
- Commitment (7)
- Competitiveness (6)
- Influence (6)
- Intimacy (8)
- Learning (8)
- Mobility (6)
- Sociability (6)

Satisfactory

- Aggressiveness (3)
- Communications (5)
- Concentration (4)
- Creativeness (5)
- Decisiveness (4)
- Detail Orientation (3)
- Ego (5)
- Instructiveness (5)
- Intensity (4)
- Listening (5)
- Negotiating (3)
- Planning (5)
- Presentation Style (4)
- Schedule Orientation (4)
- Self Responsibility (5)
- Structure (5)
- Task Completion (4)

Opportunities/Marginals

- Conflict Management (2)
- Emotional Composure (0)
- Goal Orientation (1)
- Initiative (2)
- Response to Change (2)
- Time Competency (2)
- Vitality (0)

= is a match with Success Profile



Devine Inventory® Profile

TOP 11 BEHAVIORS (4 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
GOAL ORIENTATION (1) Believes it is impossible to live up to others' expectations.	self-satisfied/complacent	●					▬	▬	▬	never satisfied
INITIATIVE (2) Needs quantifiable evidence to justify taking on new tasks.	direction required		●				▬	▬	▬	oversteps boundaries
VITALITY (0) Exhibits an extremely low energy level with signs of tiredness or lack of alertness.	fatigued	●					▬	▬	▬	compulsive energy
<input checked="" type="checkbox"/> EGO (5) Uses humor to inspire confidence in those who are overwhelmed by a serious situation.	self-deprecating						▬	▬	▬	engineers recognition
TIME COMPETENCY (2) Appears to be working hard, but is accomplishing little.	wasteful		●				▬	▬	▬	rigidly manages time
CONFLICT MANAGEMENT (2) Will conscientiously back away from confrontation rather than risk causing anger or displeasure.	retreats		●				▬	▬	▬	orchestrates advantage
AGGRESSIVENESS (3) Occasionally disagrees tactfully with those in authority; tries to diminish negative reactions by being nice.	dominated			●			▬	▬	▬	dominant
<input checked="" type="checkbox"/> COMPETITIVENESS (6) Tries to distract opponents to gain a competitive advantage.	group dependent						▬	▬	▬	relentless push to win
<input checked="" type="checkbox"/> PLANNING (5) Understands the balance between long-term planning and handling day-to-day problems.	reactionary						▬	▬	▬	dwells on future
<input checked="" type="checkbox"/> CREATIVENESS (5) Demonstrates capability to expand on new ideas; is alert to new developments.	unimaginative						▬	▬	▬	inventive/impractical
EMOTIONAL COMPOSURE (0) Experiences strong feelings and perhaps frustrations from time-to-time.	volatile	●					▬	▬	▬	controlled/un-demonstrative

= is a match with Success Profile

● = participant's behavior score

▬ = desired range based on Success Profile



Devine Inventory® Profile

MIDDLE 11 BEHAVIORS (9 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<input checked="" type="checkbox"/> INFLUENCE (6) Advances ideas sincerely and in a manner that allows others to disagree.	passive					—	—	—	—	forces ideas
						●				
DECISIVENESS (4) Gives sufficient consideration and time to the facts before making a decision.	agonizes					—	—	—	—	risky/impulsive
					●					
<input checked="" type="checkbox"/> LEARNING (8) Responds quickly to new learning experiences and shares information with co-workers.	resists				—	—	—	—		relentless pursuit
								●		
<input checked="" type="checkbox"/> LISTENING (5) Personal mannerisms convey that a message is unimportant, but the listener is still respectful toward the speaker.	selectively tunes out				—	—	—	—		suspicious/over attentive
						●				
<input checked="" type="checkbox"/> SELF RESPONSIBILITY (5) Continuously focuses on meeting responsibilities and expectations.	dodges blame				—	—	—	—		burdened
						●				
NEGOTIATING (3) Makes too many allowances, giving adversaries stronger bargaining positions.	avoids/retreats				—	—	—	—		win at any cost
				●						
<input checked="" type="checkbox"/> CLOSURE (6) Expresses opinions and ideas in a positive, supportive manner.	false start/vacillates				—	—	—	—		non-productive push on
								●		
<input checked="" type="checkbox"/> INTENSITY (4) Periodically evaluates and makes changes to conditions that inhibit relaxation.	laid back				—	—	—	—		over stressed
						●				
<input checked="" type="checkbox"/> INTIMACY (8) Will not refuse a request for help; others notice his or her sacrifices and contributions.	impersonal				—	—	—	—		overly sensitive
									●	
<input checked="" type="checkbox"/> SOCIABILITY (6) Engages in social events; encourages interactions between others.	choosy/selective				—	—	—	—		contrived friendliness
								●		
<input checked="" type="checkbox"/> COMMUNICATIONS (5) Cooperatively participates in discussions to develop needed information.	restrictive				—	—	—	—		talks randomly
									●	

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile



Devine Inventory® Profile

BOTTOM 11 BEHAVIORS (10 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<input checked="" type="checkbox"/> PRESENTATION STYLE (4) Uses relevant examples, views and opinions to generate interest.	stiff				—	—	—	—		overly dramatic
					●					
<input checked="" type="checkbox"/> INSTRUCTIVENESS (5) Initiates the transfer of information to others that will benefit from it.	withholds/ self-protective				—	—	—			over shares/ preaches
						●				
<input checked="" type="checkbox"/> CONCENTRATION (4) Prepares well for a meaningful examination of the facts while staying focused on objectives.	unfocused/ distracted			—	—	—				tunnel vision/ over focused
					●					
<input checked="" type="checkbox"/> STRUCTURE (5) Adapts easily to new procedures for classifying, storing and retrieving information.	disorganized			—	—	—				rigidly organized
						●				
<input checked="" type="checkbox"/> TASK COMPLETION (4) Commits to completing most urgent/important tasks. Asks for help on matters that require special effort to complete.	depends on others			—	—	—				sets unrealistic
					●					
<input checked="" type="checkbox"/> DETAIL ORIENTATION (3) Hones technical skills while staying informed about new developments in area(s) of specialization.	disdains details			—	—	—				trivial pursuit of details
				●						
<input checked="" type="checkbox"/> SCHEDULE ORIENTATION (4) Balances various activities well and is able to accommodate last-minute schedule changes.	won't commit			—	—	—				over commits
					●					
<input checked="" type="checkbox"/> MOBILITY (6) Responds affirmatively to travel requests and is involved in the planning.	stationary			—	—	—	—			wasted motion/
							●			
RESPONSE TO CHANGE (2) Demonstrates ability to do a job well; resists change to develop new skills.	justifies status quo			—	—	—	—			enamored with change
		●								
<input checked="" type="checkbox"/> AUTHORITY RELATIONSHIPS (8) Fully supportive of authority by evaluating the appropriateness of initiatives and offering suggestions.	challenges/ resistant			—	—	—				blind loyalty
								●		
<input checked="" type="checkbox"/> COMMITMENT (7) Volunteers to represent the company on special occasions to promote its services, products and practices.	entrepreneurial			—	—	—				loyalty to org. at all cost
							●			

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile



Tailored Behavioral Interview Questions

The following are behavioral interview questions designed to further probe the applicant's needs development (1, 2) or marginal (0, 9) areas.

Conflict Management (2)

Tell me about times when you had to deal with conflict.

Describe a time when you had to step away from conflict. What did you do or not do? Why?

When, in your last couple of jobs, have you taken a stand and advanced your convictions at the risk of causing conflict?

Emotional Composure (0)

Tell me about a time when you had to deal with a difficult and emotional situation.

Give me an example of an instance when you lost your composure and demonstrated anger, a raised voice or your temper? How did others respond to you? What was the outcome? What did you learn from this situation?

Goal Orientation (1)

What were your goals when starting your past jobs and how did those change?

What have been your experiences in defining long range goals? Tell me what specific goal was set, how it was set, and how successful you were in its achievement.



Initiative (2)

Tell me about projects you have worked on and how they were initiated. Have you initiated any projects, activities, approaches, etc.? Whom do you consult before making decisions and going ahead with work, projects, programs, and the like?

When have you had to forge ahead with action without being asked to do so? Describe the situation and your results.

Response to Change (2)

Tell me about major changes you have dealt with in your past jobs. What did you do to adjust? Have you initiated any major change efforts within your responsibilities?

Describe a time when many new and varied tasks hit your desk. How did you approach this challenge?

Time Competency (2)

Tell me how you find ways to improve how your work is done. How do you make sure your goals are achieved?

Time management has become a necessary factor in personal productivity. Give me an example of any time management skill you have learned and used at work. What resulted from the use of that skill?

Vitality (0)

Tell me about a typical day or week. How do you find the energy to keep up with your schedule?

Describe a time when you let yourself get tired and drained of energy. What caused this to happen and what are you doing to keep it from happening again?
