

EXCEL Performance Profiles

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Managing for Success®

Interview Profile

Candidate: Mr. John Doe

(Sample)



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INTERVIEWING INSIGHTS™

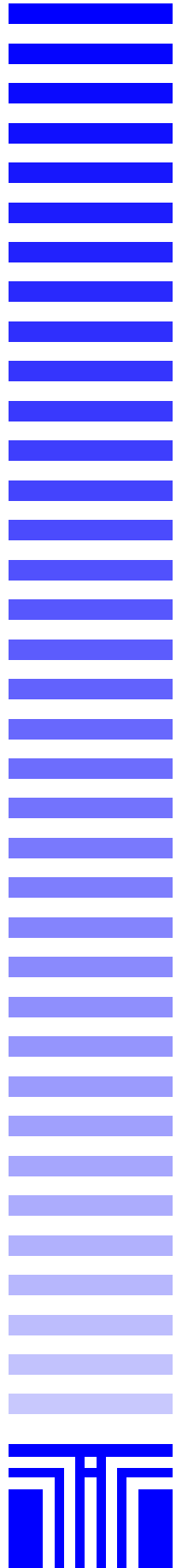
General Version

*"He who knows others is learned.
He who knows himself is wise."
-Lao Tse*

John Doe
SalesAcct Exec.
1-25-2001

Solutions for Effectiveness

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INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

This report analyzes behavioral style, that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements which are true or areas of behavior in which tendencies are shown. This valuable information will enable you to thoroughly prepare and conduct the selection/interview process by providing you with a deeper understanding and knowledge of how the candidate can best fit the position you have to offer.

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GENERAL CHARACTERISTICS

Based on John's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of John's natural behavior.

John influences most people with his warmth. He has a strong ego and usually projects this ego in friendly terms. He is optimistic and usually has a positive sense of humor. He is good at creating enthusiasm in others. John seeks popularity and social recognition. He likes to deal with people in a favorable social environment. He tends to trust people and may be taken advantage of because of his high trust level. John, an outgoing person, feels at home with strangers. He prefers working for a participative manager. He does his best work in this kind of environment. John is optimistic about his ability to do any job. He likes to develop people and build organizations.

John may be inconsistent in disciplining others. He tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He can make decisions even though some of the facts to support the decision may be missing. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He usually makes decisions after gathering some facts and supporting data. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He tends to make snap judgments or impulsive decisions.

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GENERAL CHARACTERISTICS

John will often verbalize his need to be his own person. He will optimistically interact with people in an assured, diplomatic and poised manner. He usually uses many gestures when talking. He judges others by their verbal skills and warmth. Communication can extend from friendly to argumentative discourse. Some see him as too talkative and emotional. He is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions.

IDEAL ENVIRONMENT

This section identifies the ideal work environment based on John's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that John enjoys and also those that create frustration.

- Assignments with a high degree of people contacts.
- Work tasks that change from time to time.
- Freedom from long, detailed reports.
- Freedom from control and detail.
- Activities, and more activities.
- Work for a manager who makes quick decisions.
- Tasks involving motivated groups and establishing a network of contacts.
- New products and new ideas to work on.

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VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior John brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Deadline conscious.
- Ability to handle many activities.
- Ability to change gears fast and often.
- Motivates others towards goals.
- Few dull moments.
- Creative problem solving.
- Builds confidence in others.
- Optimistic and enthusiastic.

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INTERVIEW QUESTIONS

Name: John Doe

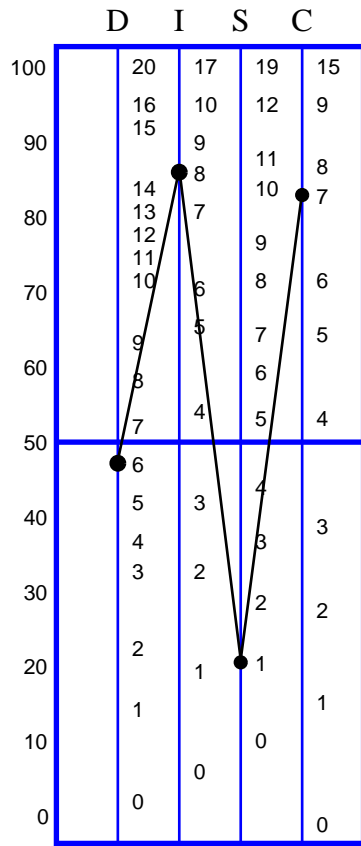
1. Describe your career goals:
2. How do you plan to achieve these goals?
3. What factor do you feel may hinder your success?
4. What do you expect from your manager?
5. How do you determine your priorities?
6. What are your most significant accomplishments?
7. How do you deal with people you don't like?

STYLE ANALYSIS™ GRAPHS

John Doe

1-25-2001

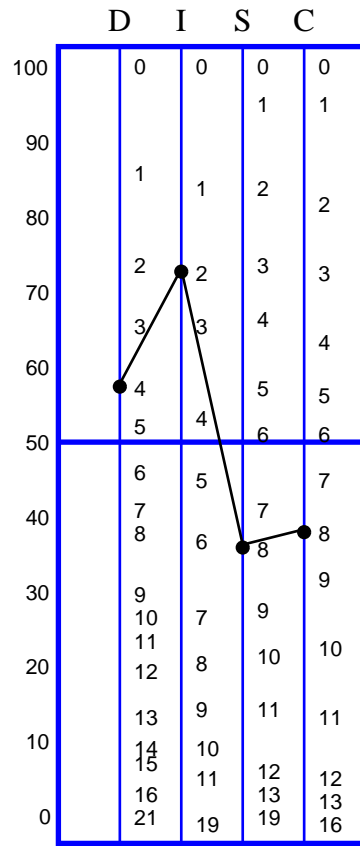
MOST
Graph I
Adapted Style



Score
%

6	8	1	7
48	86	22	83

LEAST
Graph II
Natural Style



4	2	8	8
58	73	37	39

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THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

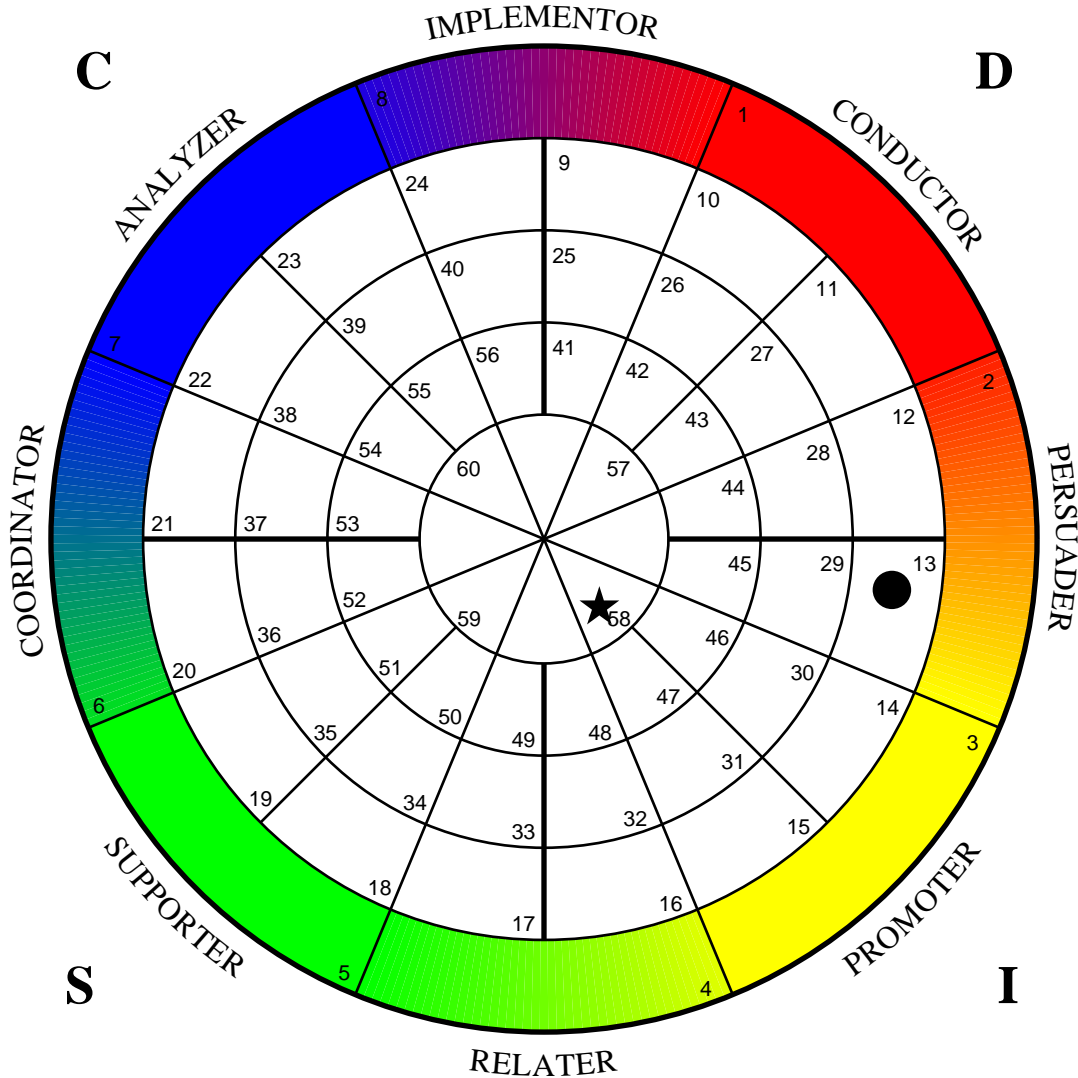
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

THE SUCCESS INSIGHTS® WHEEL

John Doe

1-25-2001



Adapted: ★ (58) ANALYZING PROMOTER (ACROSS)

Natural: ● (13) PROMOTING PERSUADER

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