

# Confidential Results

## Individual Success Profile

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### *Success Skills 2000<sup>TM</sup>: Benchmarks for High Performance*

Results for:

John Doe  
ID# 123-45-6789  
July 29, 2004



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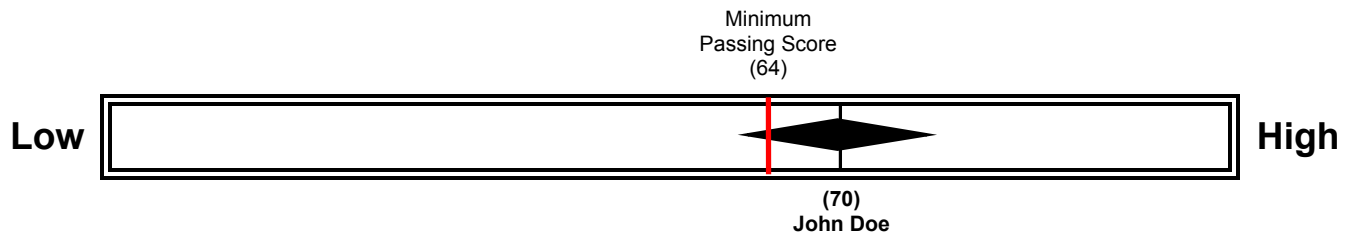
*This profile can be used to make selection decisions and to identify a participant's development needs. If the purpose is for development and coaching, refer to pages 1, 2, and 3. If you elected to use the CareeR<sub>x</sub> option for creating an individual performance plan, refer to the CareeR<sub>x</sub> report beginning on page 4.*

*Success Skills 2000: Benchmarks for High Performance (SS2K) uses a series of videotaped job simulations to assess three skill clusters essential for success in a variety of professional positions. The overall assessment score shown below is a proven, accurate predictor of a participant's potential for success on the job. This prediction is based on a comparison between the participant's SS2K responses and the responses provided by a national sample of successful employees in various professional positions. The Personalized Skills Profile (page 1) lists the participant's skill rankings for the skills measured in the assessment. The Suggested Development Opportunities section (pages 2 and 3) lists the skill definitions along with bulleted statements of possible behaviors associated with the participant's level of performance. If you elected to use the CareeR<sub>x</sub> option, the CareeR<sub>x</sub> report beginning on page four will list the specific recommended developmental options available in your organization for this participant. The information on pages 1 through 3 and the CareeR<sub>x</sub> report can be shared with participants when providing coaching and performance feedback and can be used to provide insight on their specific development needs.*

*Because of SS2K's reliability and validity in predicting job performance, a participant's SS2K overall score should be your primary criteria when making a selection decision. Please remember, however, that factors such as previous experience, technical knowledge, motivation, and trainability should also be considered before making a final hiring or promotion decision.*

## Predicted Performance Level

The graph below displays the participant's SS2K overall score on a scale ranging from low to high. This graph not only represents the participant's score, but also indicates the likelihood of success as a high-performing professional employee. Specifically, the thin line running through the center of the diamond represents the participant's overall score. The bold vertical line on the graph indicates the minimum passing score established by your organization. Any participant whose overall SS2K score does not meet or exceed the minimum passing score has failed to display the behaviors expected from a successful professional employee and should not be recommended to proceed further in the selection process.



John Doe's overall score of 70 meets the minimum passing score; therefore, John Doe is recommended to proceed further in the selection process.

The following pages identify the development areas for John Doe. These were identified by comparing John Doe's responses with the typical responses given by successful professional employees. John Doe's specific development results can be used to provide feedback for coaching or performance planning.

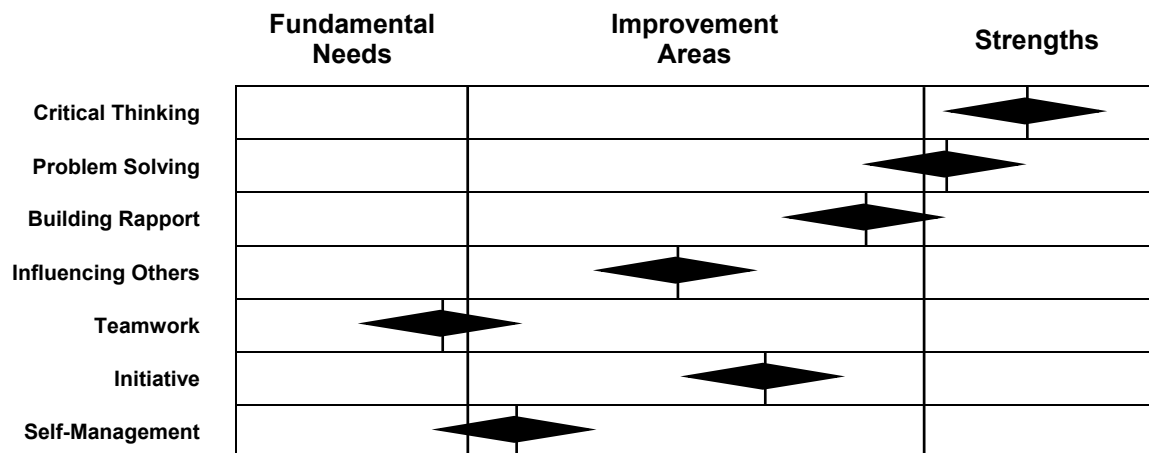
## Personalized Skills Profile

Success Skills 2000: Benchmarks for High Performance (SS2K) is a computer-scored, video-based assessment designed to evaluate your level of development in several different skills. During the assessment, you viewed situations similar to those encountered by professional employees and were asked what you would do in those situations. The vignettes and questions were designed to allow you to demonstrate competence in seven skill areas. These skills are grouped into three skill clusters.

APPLIED PROBLEM SOLVING	INTERPERSONAL EFFECTIVENESS	ACCOUNTABILITY
<ul style="list-style-type: none"> <li>Critical Thinking</li> <li>Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>Building Rapport</li> <li>Influencing Others</li> <li>Teamwork</li> </ul>	<ul style="list-style-type: none"> <li>Initiative</li> <li>Self-Management</li> </ul>

The following results outline your effectiveness in responding to the SS2K video questions as compared with the results of highly successful professional employees. Remember, you are not being compared with the average or general population. Although it has been proven that the people who perform better on this assessment most often perform better on the job, it is important to understand that each skill measured in SS2K can be trained, coached, and developed.

The chart below is divided into three areas: Fundamental Needs, Improvement Areas, and Strengths. Each diamond on the chart represents your score in one of the seven skills measured in SS2K. Specifically, the line running through the center of each diamond represents your score in a skill. It is important to understand that each skill is only one part of the entire assessment and that your overall ability is more accurately a combination of all seven skills.



## Suggested Development Opportunities

*Below is a description of the skills on which you were evaluated. The skills have been grouped according to your level of performance. This page presents skill definitions along with bulleted statements describing possible behaviors associated with your level of performance. This information will help you to better understand the skills and to identify the areas in which to focus your development.*

### Strengths

**Critical Thinking** — Searching for and acquiring information required to complete a task. Combining information from a variety of sources when appropriate. Evaluating the relevance and accuracy of information and information sources. Perceiving relationships among various types or pieces of information.

*People at this level of performance tend to:*

- Take a logical approach to analyzing information, identifying underlying trends and key relationships that apply to current work issues.
- Readily determine the accuracy and relevance of information, asking pertinent questions to further understand and clarify information.
- Use knowledge and experience to analyze available information and to generalize appropriately across similar circumstances.

**Problem Solving** — Determining the best strategies for achieving goals and objectives. Using data to choose appropriate courses of action that meet the requirements of a given situation. Making sound decisions based on a careful consideration of the available alternatives.

*People at this level of performance tend to:*

- Make well-informed decisions. Understand a decision's short- and long-term impact on personnel, resources, clients, and organizational goals.
- Implement innovative work strategies that provide the most positive outcomes and create the fewest negative consequences.
- Generate viable contingency plans, taking active steps to prepare for potential risks and obstacles.

### Improvement Areas

**Building Rapport** — Interacting with others in a positive manner to facilitate the meeting of common goals and to ensure a good representation of the organization. Showing an interest in and a sensitivity to others' thoughts and feelings.

*People at this level of performance tend to:*

- Maintain a polite and professional interaction style.
- Treat others with respect and attempt to understand opposing viewpoints.
- Build good relationships with clients and coworkers by responding positively to their concerns.

**Initiative** — Undertaking and displaying ownership of tasks that may be unfamiliar or risky. Seeing tasks through to completion regardless of obstacles. Proactively performing tasks to enhance or improve the results achieved by individual or team efforts. Completing tasks successfully with little or no direction or prodding from others.

*People at this level of performance tend to:*

- Successfully complete task assignments, yet sometimes seek assistance in overcoming difficult obstacles.
- Willingly take on projects that are within the scope of current job responsibilities.
- Meet standards for customer service and work quality.

## Suggested Development Opportunities

### Improvement Areas

**Influencing Others** — Communicating thoughts, feelings, and ideas in a manner that gains acceptance or agreement. Persuading or convincing others to support ideas, plans, actions, or work strategies. Justifying one's position so that the idea, plan, action, or strategy and the individual are seen as credible.

*People at this level of performance tend to:*

- Acknowledge the positive aspects of others' ideas and viewpoints.
- Communicate ideas and opinions in a non-threatening manner. Provide adequate information to support their position.
- Have a good understanding of issues and attitudes, yet may be reluctant to address opposing viewpoints.

**Self-Management** — Establishing and using personal systems and strategies to ensure the thoroughness and quality of one's work efforts while effectively using available time and resources. Adapting systems and approach when courses of action must be changed to meet goals or to ensure completion of tasks that must be performed concurrently. Determining and controlling the pace of one's work efforts to achieve objectives and avoid burnout.

*People at this level of performance tend to:*

- Strive to meet organizational goals.
- Organize work tasks so that important projects are completed on schedule.
- Effectively manage current projects and, when requested, adapt their work schedule to accommodate changing business needs.

### Fundamental Needs

**Teamwork** — Working effectively with others to achieve a joint task or goal. In some cases, there may be a formal project team, often involving a leader. In other cases, the "team" activity merely involves asking for help from someone else to achieve a goal. Engaging in behavior that enhances the cohesiveness and morale of the work team. Assisting in conflict resolution among team members by negotiation, compromise, or mediation.

*People at this level of performance tend to:*

- Lack flexibility and have difficulty working effectively with co-workers.
- Fail to communicate important issues with other team members, possibly causing delays and extra work for others.
- Avoid dealing with conflicts or create problem situations when working with others.