



## POSITION COMPARISON - BEHAVIORAL IMPACT GRAPH

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

## ASSESSMENTS

The Behavioral Impact Graph compares Anne to the position of Management - Upper. It includes the traits relevant to good performance in this position. The traits required for this position are listed in three categories and in each category the traits are listed in order of importance (most important at the top). The categories are: Essential Traits, Desirable Traits and Traits to Avoid. The Essential Traits are the traits that are core to this position. The greater your score on the essential traits the more likely you will perform well in this position. The Desirable traits require only a moderate score. Although it is not important to have a high score on the Desirable traits, an absence of that trait (a low score) could interfere with performance. The Traits to Avoid are the traits that are likely to interfere with performance (if the score is high). The score after the trait name is your score on that trait. The box to the right of each trait indicates the POTENTIAL impact of that trait (your score) on performance. The colored area within the box indicates the PROBABLE impact on performance of your tendencies (your score) for that trait.



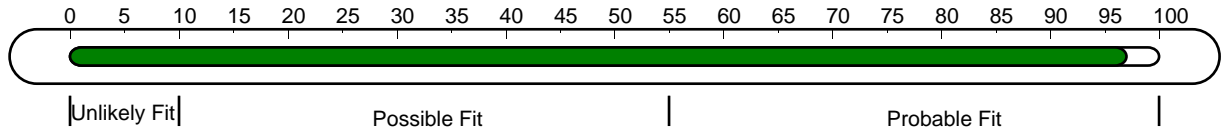
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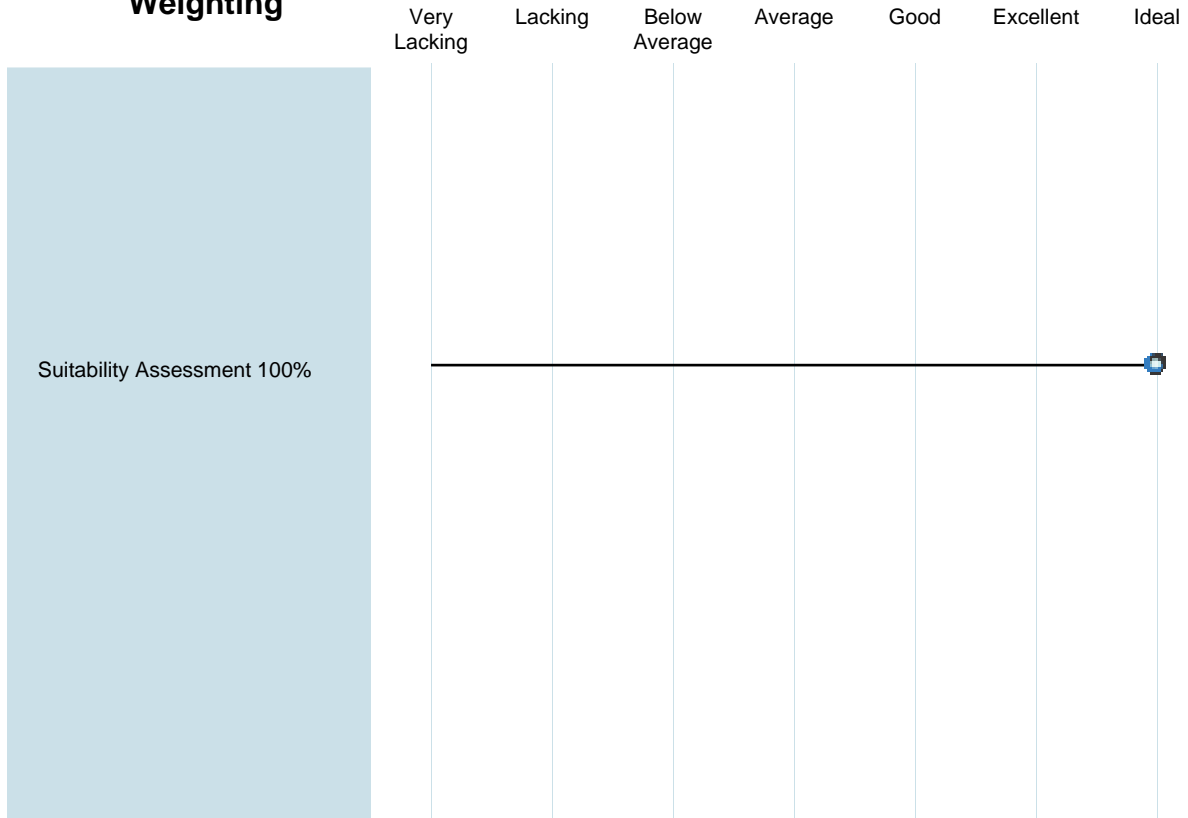
ASSESSMENTS

Overall Percentage of Requirements Met = 97%



Method Weighting

Overall Results:



Eligibility Assessment 0%

Although a weighting of 50% was set for the Eligibility Assessment in this Position Template, there was no Eligibility Assessment score entered. Therefore, the weighting was adjusted to zero and the other weightings were increased proportionally. (See 'View Profilee Data' to enter a score)

Interview Assessment 0%

Although a weighting of 20% was set for the Interview Assessment in this Position Template, there was no Interview Assessment score entered. Therefore, the weighting was adjusted to zero and the other weightings were increased proportionally. (See 'View Profilee Data' to enter a score)



# POSITION COMPARISON - BEHAVIORAL IMPACT GRAPH

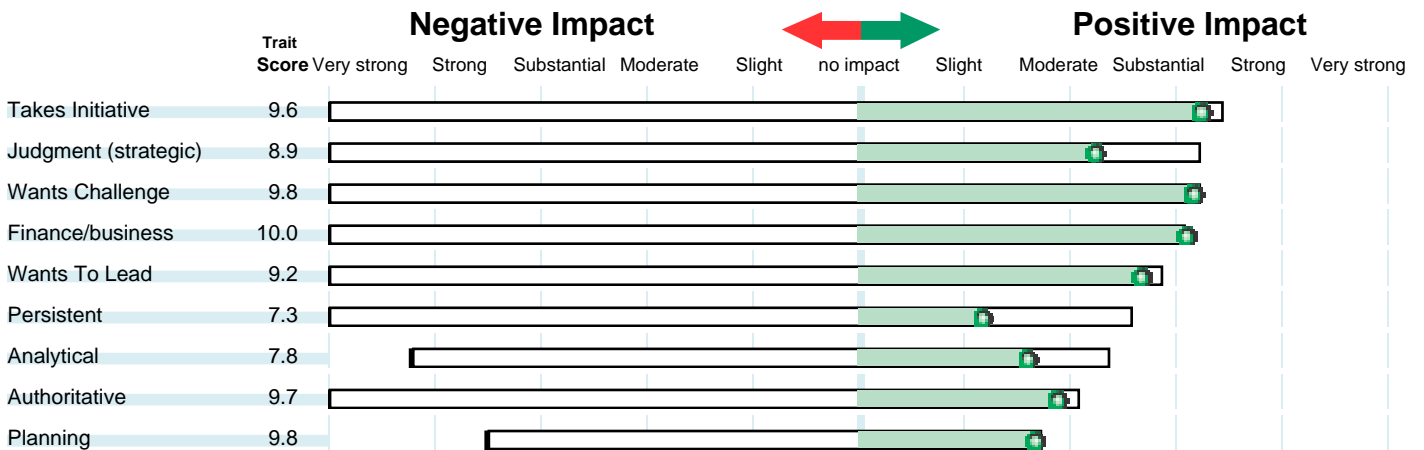
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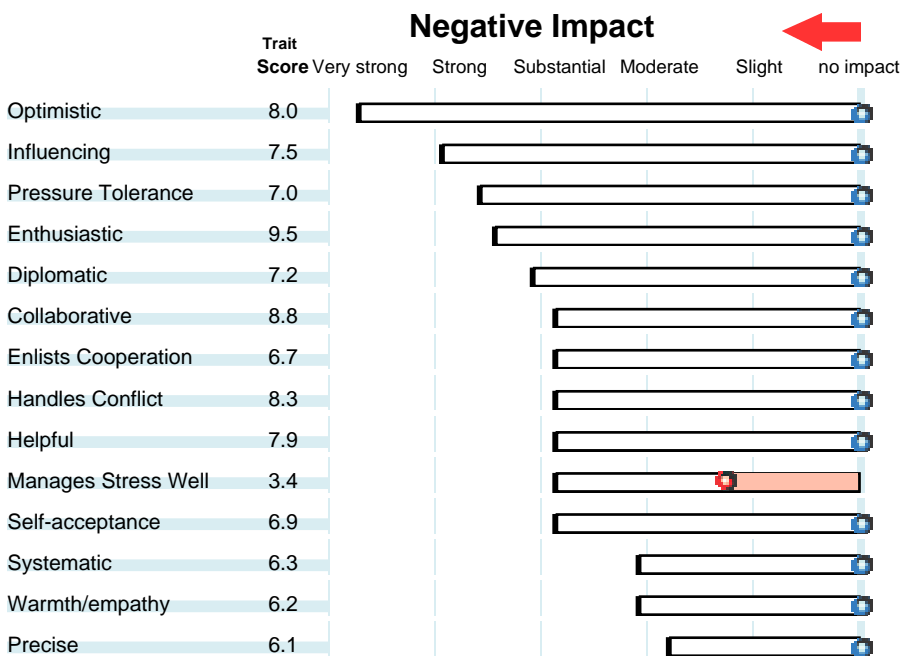
ASSESSMENTS

**Anne's Behavioral Assessment Score = 97%**  
(percentage of behavioral suitability requirements met)  
**Anne's suitability is ideal**

### Essential traits for this position (in order of importance)



### Desirable traits for this position (in order of importance)



### Traits that could hinder success for this position (in order of importance)



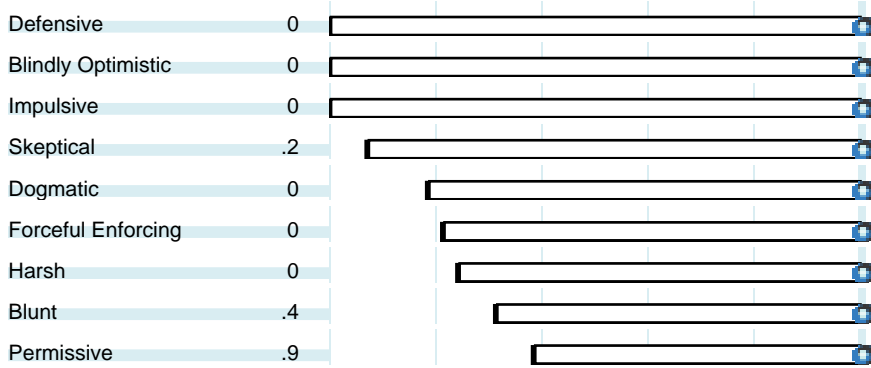


# POSITION COMPARISON - BEHAVIORAL IMPACT GRAPH

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

## ASSESSMENTS





## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

### SUMMARY

Considering the suitability assessment, Anne's overall percentage of requirements met for this position is 97%. Anne's probability of success in this position is extremely high.

The weighting given to the different assessments for this position is:

Eligibility = 0%

Behavioral Assessment = 100%

Interview = 0%

Although a weighting of 50% was set for the Eligibility Assessment in this Position Template, there was no Eligibility Assessment score entered. Therefore, the weighting was adjusted to zero and the other weightings were increased proportionally. (See 'View Profilee Data' to enter a score)

Although a weighting of 20% was set for the Interview Assessment in this Position Template, there was no Interview Assessment score entered. Therefore, the weighting was adjusted to zero and the other weightings were increased proportionally. (See 'View Profilee Data' to enter a score)

The behavioral assessment results indicate Anne is probably highly suitable for this position and will probably exhibit nearly all the behaviors related to success.

The behavioral assessment includes a technological 'lie detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Anne's consistency score is 100%. This indicates a high likelihood that Anne was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### Anne's SUITABILITY FOR Management - Upper

#### ESSENTIAL TRAITS FOR THIS POSITION (in order of importance)

**Takes Initiative** - The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Anne has a score of 9.6 on Takes Initiative.

Anne frequently tends to take a great deal of initiative. This initiative will help her to achieve objectives. It is very important that the employer provide opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations.

Anne's initiative will probably have a positive impact on job satisfaction and/or performance.



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
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## ASSESSMENTS

**Judgment (strategic)** - The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

Anne has a score of 8.9 on Judgment (strategic).

Anne's preferences and tendencies indicate that she probably has very good strategic decision judgment.

Anne's strategic decision judgment will probably have a somewhat positive impact on job satisfaction and/or performance.

**Wants Challenge** - The willingness to attempt difficult tasks or goals

Anne has a score of 9.8 on Wants Challenge.

Anne is highly motivated by difficult tasks or projects and has a strong need for challenging work. Anne will probably only remain with an employer who is able to offer challenging work. Her strong drive for achievement will probably be a good example for others.

Anne's drive to achieve challenging objectives will probably have a positive impact on job satisfaction and/or performance.

**Finance/business** - The interest in commerce or fiscal management

Anne has a score of 10.0 on Finance/business.

Anne is extremely interested in business or finance.

Anne's interest in business or finance will probably have a positive impact on job satisfaction and/or performance.

**Wants To Lead** - The desire to be in a position to direct or guide others

Anne has a score of 9.2 on Wants To Lead.

Anne has a strong desire to be in a leadership position. She has a strong drive to take charge.

Anne's willingness to be in a leadership position will probably have a positive impact on job satisfaction and/or performance.



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

## ASSESSMENTS

**Persistent** - The tendency to be tenacious despite encountering significant obstacles

Anne has a score of 7.3 on Persistent.

Anne generally tends to persevere with a task, when obstacles occur. This will probably be beneficial for overcoming the obstacles that she will encounter in this management position. Anne's persistence can also pay off when selling as she is more likely to be effective when cold calling or tenaciously pursuing a potential client.

Anne's tendency to be persistent will probably have a slightly positive impact on job satisfaction and/or performance.

**Analytical** - The tendency to logically examining facts and problems (not necessarily analytical ability)

Anne has a score of 7.8 on Analytical.

Anne tends to analyze problems and decisions and enjoys it.

Anne's tendency to analyze will probably have a somewhat positive impact on job satisfaction and/or performance.

**Authoritative** - The desire for decision-making authority and the willingness to accept decision-making responsibility

Anne has a score of 9.7 on Authoritative.

Anne has a very strong desire to have decision-making authority and is extremely willing to accept responsibility.

Anne's tendency to take responsibility for decisions will probably have a somewhat positive impact on job satisfaction and/or performance.

**Planning** - The tendency to formulate ideas related to the steps and process of accomplishing an objective

Anne has a score of 9.8 on Planning.

Anne greatly enjoys planning and probably tends to do a great deal of it.

Anne's tendency to plan will probably have a somewhat positive impact on job satisfaction and/or performance.

**DESIRABLE TRAITS FOR THIS POSITION (in order of importance)**



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
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## ASSESSMENTS

**Optimistic** - The tendency to believe the future will be positive

Anne has a score of 8.0 on Optimistic.

Anne tends to be optimistic and cheerful. Anne's positive attitude will be beneficial when dealing with staffs and co-workers. Her positive attitude will also support the sales process.

Anne's degree of optimism is sufficient.

**Influencing** - The tendency to try to persuade others

Anne has a score of 7.5 on Influencing.

Anne very often engages in persuading and influencing others. Assuming she has the right balance of other interpersonal traits, Anne is likely to be skillful in expressing her ideas to staff, co-workers, and/or clients.

Anne's degree of influencing is sufficient.

**Pressure Tolerance** - The level of comfort related to working under deadlines and busy schedules

Anne has a score of 7.0 on Pressure Tolerance.

Anne is reasonably likely to work well under the pressure of deadlines and tight schedules.

Anne's degree of tolerance of pressure is sufficient.

**Enthusiastic** - The tendency to be eager and excited toward one's own goals

Anne has a score of 9.5 on Enthusiastic.

Anne tends to be very enthusiastic about her goals. If Anne's goals are in alignment with the organization's objectives, she will probably have a strong drive to achieve those objectives.

Anne's degree of enthusiasm for her goals is sufficient.

**Diplomatic** - The tendency to state things in a tactful manner

Anne has a score of 7.2 on Diplomatic.

Anne is fairly capable of being tactful and usually tends to state things in a diplomatic manner.

Anne's degree of diplomacy is sufficient.



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

### ASSESSMENTS

**Collaborative** - The tendency to collaborate with others when making decisions

Anne has a score of 8.8 on Collaborative.

Anne very much enjoys collaboration and is probably very willing to collaborate with others with regard to making important decisions.

Anne's degree of collaboration is sufficient.

**Enlists Cooperation** - The tendency to invite others to participate in or join an effort

Anne has a score of 6.7 on Enlists Cooperation.

Anne usually enjoys enlisting the co-operating of others.

Anne's degree of enlisting the co-operation of others is sufficient.

**Handles Conflict** - The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively

Anne has a score of 8.3 on Handles Conflict.

Anne's preferences indicate that she is probably quite effective at handling conflict.

Anne's level of ability to deal with conflict is sufficient.

**Helpful** - The tendency to respond to others' needs and assist or support others to achieve their goals

Anne has a score of 7.9 on Helpful.

Anne tends to be quite helpful and conscious of others' needs.

Anne's degree of helpfulness is sufficient.

**Manages Stress Well** - The tendency to deal effectively with strain and difficulty when it occurs

Anne has a score of 3.4 on Manages Stress Well.

Anne may sometimes have some difficulty managing stress.

Anne's level of ability to manage stress will probably have a slightly negative impact on job satisfaction and/or performance.

**Self-acceptance** - The tendency to like oneself ("I'm O.K. the way I am")

Anne has a score of 6.9 on Self-acceptance.

Anne is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients.

Anne's degree of self-acceptance is sufficient.



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

### ASSESSMENTS

**Systematic** - The enjoyment of tasks that require carefully or methodically thinking through steps.

Anne has a score of 6.3 on Systematic.

Anne moderately enjoys work that requires being systematic and tends to be moderately systematic.

Anne's degree of being systematic is sufficient.

**Warmth/empathy** - The tendency to express positive feelings and affinity toward others

Anne has a score of 6.2 on Warmth/empathy.

Anne moderately expresses warmth and empathy.

Anne's degree of expressing warmth and empathy is sufficient.

**Precise** - The enjoyment of work that requires being exact and the tendency to be detail oriented

Anne has a score of 6.1 on Precise.

Anne moderately enjoys precision tasks and tends to be moderately precise and attentive to detail.

Anne's degree of exactness is sufficient.

## TRAITS THAT COULD HINDER SUCCESS FOR THIS POSITION (in order of importance)

**Defensive** - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")

Anne has a score of 0 on Defensive.

Anne probably does not have a significant degree of defensiveness.

Anne's lack of defensiveness will support job satisfaction and will NOT hinder performance.

**Blindly Optimistic** - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties

Anne has a score of 0 on Blindly Optimistic.

Anne probably does not have a significant degree of being blindly optimistic.

Anne's lack of being blindly optimistic will support job satisfaction and will NOT hinder performance.



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

## ASSESSMENTS

**Impulsive** - The tendency to take risks without sufficient analysis of the potential difficulties

Anne has a score of 0 on Impulsive.

Anne probably does not have a significant degree of being impulsive with risks.

Anne's lack of being impulsive when making decisions will support job satisfaction and will NOT hinder performance.

**Skeptical** - The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

Anne has a score of .2 on Skeptical.

Anne probably does not have a significant degree of deferring decisions.

Anne's lack of being skeptical will support job satisfaction and will NOT hinder performance.

**Dogmatic** - The tendency to be certain of one's own opinions while at the same time not open to different ideas

Anne has a score of 0 on Dogmatic.

Anne probably does not have a significant degree of being dogmatic.

Anne's lack of being dogmatic will support job satisfaction and will NOT hinder performance.

**Forceful Enforcing** - The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation

Anne has a score of 0 on Forceful Enforcing.

Anne probably does not have a significant degree of being forceful when enforcing rules.

Anne's lack of being forceful when enforcing rules will support job satisfaction and will NOT hinder performance.

**Harsh** - The tendency to be overly strict or punitive when enforcing rules and procedures

Anne has a score of 0 on Harsh.

Anne probably does not have a significant tendency to be harsh or overly strict.

Anne's lack of harshness will support job satisfaction and will NOT hinder performance.



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

## ASSESSMENTS

**Blunt** - The tendency to be frank or direct while lacking in diplomacy or tact

Anne has a score of .4 on Blunt.

Anne probably does not have a significant degree of being blunt.

Anne's lack of being blunt will support job satisfaction and will NOT hinder performance.

**Permissive** - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior

Anne has a score of .9 on Permissive.

Anne probably does not have a significant degree of permissiveness.

Anne's lack of permissiveness will support job satisfaction and will NOT hinder performance.

**OTHER TRAITS THAT MAY RELATE TO THIS POSITION**

Anne is generally motivated by an opportunity to earn higher pay.

Anne prefers to have recognition given privately rather than publicly.



# INTERVIEWING GUIDE

Report Date: 11/18/03  
For Predict Success

Position: Management - Upper

ASSESSMENTS

This interview guide will enable you to ask candidates behavioral based interview questions related to the same traits used in the selected position template. The "Look For" paragraph under each trait identifies the key criteria the interviewer should look for when scoring the interviewee's answers. As an interviewer you may need to ask for additional examples of certain traits in order to gain sufficient insight into the interviewee's behavior. If you explain or reword the question, make sure you retain the same meaning. The column on the right side of the page enables you to score the person or make notes for each trait. The overall scores for each interviewee need to be entered into the system using the following categories: IDEAL, EXCELLENT, GOOD, AVERAGE, BELOW AVERAGE, LACKING, AND VERY LACKING. To enter the interviewee scores, select the View Profilee Data option in the Questionnaire section of the main menu and then select the name of the person. Select the Interviewing Score option and enter the appropriate interviewing score. The interviewing score should be based on behavioral aspects only. Although you may use the interview as a means of clarifying a candidate's eligibility (level of education, experience or skills), the eligibility score should be formulated independently and entered separately. You can enter the eligibility score using the Eligibility Score option located next to the Interviewing Score option under View Profilee Data (see above).

The Interview Guide is divided into three sections: Key Interviewing Questions for Essential Traits, Key Interviewing Questions for Traits that could Hinder Success, and Other Interviewing Questions Related to Traits that could Hinder Success. Each section will have its own instructions related to scoring the traits. The essential traits in the first section should be given the greatest weighting toward your overall score. However, if there are a significant number of behaviors in the other two sections that could hinder success, the overall rating should be adjusted downward.

## Key Interviewing Questions for Essential Traits

The questions for this section relate to the essential traits required for this position. All of the traits deemed 'essential' have been identified by the Harrison Behavioral Assessment as having a significant positive impact on performance for this candidate in this position. They are listed in descending order with the traits having the greatest impact listed first. See the Behavioral Impact Graph for further details. This section should be given the greatest weighting in terms of the overall score. The higher the scores on these essential traits, the more likely the candidate will perform well.

Note/Score

### Takes Initiative

Give me an example of a time when you perceived a need in your organization and took steps to fulfill that need without being asked to do so.

**Look For...**

*Anne's degree of initiative and appropriateness of initiative. The more Anne has of this trait, the more likely she will perform well.*

### Finance/business

In what ways have you demonstrated an interest in business or finance?

**Look For...**

*Anne's interest in business OR finance and a history of activity that demonstrates it. The more Anne has of this trait, the more likely she will perform well.*

### Wants Challenge

Tell me an example of you being motivated by a challenging goal or project. What challenges do you want to pursue in the next few years?

**Look For...**

*The degree of difficulty of the goal, Anne's degree of motivation related to challenges, and especially the relevance of the challenges to this position. The more Anne has of this trait, the more likely she will perform well.*

### Judgment (strategic)

Tell me a time when you exhibited very sound strategic judgment.

**Look For...**

*Anne's tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy. The more Anne has of this trait, the more likely she will perform well.*



## INTERVIEWING GUIDE

Report Date: 11/18/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

#### Analytical

Tell me a time you enjoyed analyzing a problem and you were particularly effective.

**Look For...**

*Anne's degree of enjoyment, the difficulty of the problem, and the degree of resolution achieved. The more Anne has of this trait, the more likely she will perform well.*

#### Persistent

Tell me a time in which you demonstrated determination to overcome a difficult obstacle.

**Look For...**

*The difficulty of the obstacle and the degree of determination demonstrated. The more Anne has of this trait, the more likely she will perform well.*

#### Authoritative

Describe a time when you took primary responsibility for a difficult decision. How did you feel about it?

**Look For...**

*Anne's desire for decision-making authority and the willingness to accept complete responsibility. The more Anne has of this trait, the more likely she will perform well.*

#### Wants To Lead

Tell me a time when you demonstrated the desire to take leadership responsibility. What was it like for you?

**Look For...**

*Anne's degree of responsibility taken and the degree of genuine desire to lead. The more Anne has of this trait, the more likely she will perform well.*

#### Planning

Tell me an example of a project you have done that required careful planning. How did you go about it?

**Look For...**

*Anne's enjoyment of planning, the quality of her examples, and the relevance of the examples to the position. The more Anne has of this trait, the more likely she will perform well.*

### Key Interviewing Questions for Traits That Could Have a Negative Impact on Performance

The traits included in this section have been identified by the Harrison Behavioral Assessment as having a potential negative impact on performance for this candidate and this position. This section includes traits that could hinder success if they are significantly lacking (called Desirable Traits), and negative traits that could hinder performance if they are present. The traits are listed and ranked in order of the negative impact on performance according to the Harrison Behavioral Assessment. Please refer to the 'Look For' section under each trait for further scoring guidance.

**Note/Score**

#### Manages Stress Well

Tell me about a time when you experienced a significant amount of stress but managed to deal with that stress effectively.

**Look For...**

*The potential degree of stress the situation could have caused, Anne's ability to deal with it, and the quality of her approach used to deal with the stress. Only if Anne is reasonably lacking in this trait will, it have a negative impact on performance.*



# INTERVIEWING GUIDE

Report Date: 11/18/03  
For Predict Success

Position: Management - Upper

## Other Interviewing Questions for Traits That Could Have a Negative Impact on Performance

The traits in this section are in the position template but have been identified by the Harrison Behavioral Assessment as NOT having a negative impact on performance for this candidate in this position. However, by using these questions you can have another opportunity to assess the candidate related to these traits. This section includes the remaining Desirable and Negative traits. The traits are listed and ranked in order of the potential impact on performance according to position template. Please refer to the 'Look For' section under each trait for further scoring guidance.

Note/Score

### Enthusiastic

Tell me your most important goals and how you feel about them.

**Look For...**

*Anne's clarity of the goals, her degree of achievement necessary to accomplish the goals, her degree of enthusiasm toward the goals, and especially the relevance of her goals to the position. Only if Anne is reasonably lacking in this trait will, it have a negative impact on performance.*

### Handles Conflict

Tell me a time when you exhibited an ability to effectively deal with conflict.

**Look For...**

*Anne's tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively. Only if Anne is reasonably lacking in this trait will, it have a negative impact on performance.*

### Influencing

Give me an example of a work situation in which you were particularly persuasive.

**Look For...**

*Anne's enjoyment of being persuasive, her comfort with being persuasive, and especially the degree of persuasiveness she exhibited. As long as Anne has at least very moderate amounts of this trait, there will be NO negative impact on her performance.*

### Optimistic

Tell me a recent example of you believing your future will be positive.

**Look For...**

*A genuine feeling of optimism. As long as Anne has at least a moderate amount of this trait, there will be NO negative impact on her performance.*

### Pressure Tolerance

Tell me about a time when you had significant pressure to meet a difficult deadline. How did you do it? How did you feel about it?

**Look For...**

*Anne's ability to deal with significant deadline pressure and a history of activity that demonstrates it. As long as Anne has at least very moderate amounts of this trait, there will be NO negative impact on her performance.*

### Self-acceptance

Tell me something you particularly like about yourself.

**Look For...**

*The significance of her example(s) and the degree of genuine self-acceptance she exhibited. Only if Anne is reasonably lacking in this trait will, it have a negative impact on performance.*

### Collaborative

Tell me a time when you had the authority to make a decision but collaborated with others before making that decision.

**Look For...**

*Anne's pursuit of collaboration and the degree of collaboration. Only if Anne is reasonably lacking in this trait will, it have a negative impact on performance.*



## INTERVIEWING GUIDE

Report Date: 11/18/03  
For Predict Success

Position: Management - Upper

## ASSESSMENTS

**Diplomatic**

Give me an example of you interacting with co-workers in a tactful or diplomatic manner in a work situation that required tactfulness. How did you feel about it?

**Look For...**

*Anne's enjoyment of being tactful, her comfort with being tactful, and especially the degree of tactfulness she exhibited. Only if Anne is reasonably lacking in this trait will, it have a negative impact on performance.*

**Enlists Cooperation**

Give me some examples of how you have successfully enlisted others to co-operate and/or participate in achieving an objective.

**Look For...**

*Anne's enjoyment of enlisting others' co-operation/participation, the quality of her examples, and her ability to gain co-operation/participation from others. Only if Anne is reasonably lacking in this trait will, it have a negative impact on performance.*

**Helpful**

Describe a recent work situation in which you responded to a co-worker's needs or supported a co-worker to achieve his/her goals.

**Look For...**

*Anne's enjoyment of helping a co-worker, and especially the degree of helpfulness she exhibited. Only if Anne is reasonably lacking in this trait will, it have a negative impact on performance.*

**Systematic**

Tell me a recent example of a project in which you systematically thought through all the relevant steps necessary to accomplish an objective. (explore the thought process)

**Look For...**

*Anne's enjoyment of being systematic, the quality of her examples, and her ability to systematically proceed toward the objective. Only if Anne is very lacking in this trait, it will have a negative impact on performance.*

**Warmth/empathy**

Tell me some examples of you expressing positive feelings and affinity toward customers or co-workers.

**Look For...**

*Anne's EXPRESSION of warmth and empathy and the level of comfort expressing warmth/empathy. Only if Anne is very lacking in this trait, it will have a negative impact on performance.*

**Precise**

Tell me some examples of you being exact or detail oriented in your work.

**Look For...**

*Anne's enjoyment of precision tasks, the quality of her examples, and the relevance of the examples to the position. Only if Anne is very lacking in this trait, it will have a negative impact on performance.*

**Blindly Optimistic**

Tell me an example of a plan or strategy for which you were optimistic. What were the potential pitfalls of that plan or strategy?

**Look For...**

*The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties. If Anne can't think of an example of being optimistic, she is probably NOT blindly optimistic. If Anne can think of an example of being optimistic, but can NOT sufficiently explain how the potential pitfalls were analyzed, she may be blindly optimistic. Even a little of this trait will have a negative impact on her performance.*



# INTERVIEWING GUIDE

Report Date: 11/18/03  
For Predict Success

Position: Management - Upper

## ASSESSMENTS

### Defensive

What is your best quality that enables you to perform well in your work? What quality could be improved? How are you attempting to improve that quality?

**Look For...**

*The degree of criticism being defensive. If Anne can't sufficiently think of a best quality, she is probably NOT defensive. If Anne can sufficiently think of a best quality, but can NOT sufficiently show an intention and activity toward further improvement, she is probably defensive. Even a little of this trait will have a negative impact on her performance.*

### Dogmatic

Tell me an example you being confident of an opinion. What opposing viewpoints have you entertained?

**Look For...**

*The tendency to be certain of one's own opinions while at the same time NOT open to different ideas. If Anne can't think of an example of being certain she is probably NOT dogmatic. If Anne can think of an example of being confident of an opinion, but can NOT sufficiently think of different viewpoints, then she is probably dogmatic. Even a very moderate amount of this trait will have a negative impact on her performance.*

### Impulsive

Tell me a time in which you were courageous enough to take a business risk? What were the circumstances? What were the potential pitfalls?

**Look For...**

*The tendency to take risks without sufficient analysis of the potential difficulties. If Anne can't think of an example of taking a risk, she is probably NOT impulsive. If Anne can think of an example of risking, but can NOT sufficiently explain how the potential pitfalls were analyzed, she is probably impulsive. Even a little of this trait will have a negative impact on her performance.*

### Skeptical

Give me a recent example where you were able to analyze the potential pitfalls of a plan or strategy? What were the potential benefits of that plan?

**Look For...**

*The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits. You may need to ask for several examples. If Anne can't think of an example of analyzing pitfalls she is probably NOT skeptical. If Anne can think of an example of analyzing pitfalls, but can NOT sufficiently think of the potential benefits, she is probably skeptical. Even a little of this trait will have a negative impact on her performance.*

### Forceful Enforcing

Describe a time in which you had to discipline a subordinate who was not following procedures. Prior to that, what attempts did you make to explain the procedure and enlist his/her co-operation?

**Look For...**

*The tendency to try to force others follow rules or procedures without sufficient attempts to explain the necessity of the rules or procedures and/or enlist their co-operation. If Anne can't think of an example of enlisting co-operation, she probably does NOT have forceful enforcing. If Anne can think of an example of enforcing, but can NOT sufficiently show how the procedures were explained and/or co-operation enlisted, she is probably forceful when enforcing. Even a very moderate amount of this trait will have a negative impact on her performance.*

### Harsh

Tell me an example of you enforcing necessary rules or being firm about a performance problem of a subordinate. What did you do to maintain good rapport in that situation?

**Look For...**

*The tendency to be overly strict or punitive when enforcing rules and procedures. If Anne can't think of an example of enforcing rules, she is probably NOT harsh. If Anne can think of an example of enforcing, but can NOT sufficiently explain what was done to maintain rapport, she is probably harsh. Even a very moderate amount of this trait will have a negative impact on her performance.*



## INTERVIEWING GUIDE

Report Date: 11/18/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

**Blunt**

Tell me a time in which you were frank. What were the circumstances? What did you say?

**Look For...**

*The tendency to lack tactfulness when communicating directly. If Anne can't think of an example of frankness she is probably NOT blunt. If Anne can think of an example of being frank, notice the level of tactfulness in the example(s). A moderate amount of this trait will have a negative impact on her performance.*

**Permissive**

Describe a time when you were managing someone who was breaking a rule or performing poorly - and you felt empathy for him/her. How did you handle it? What did you say? How did you enforce the rule or performance?

**Look For...**

*The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior. If Anne can't think of an example of being empathetic, she is probably NOT permissive. If Anne can think of an example of being empathetic, but can NOT think of a sufficient example of enforcing, she is probably permissive. A moderate amount of this trait will have a negative impact on her performance.*

**Overall Notes/Score**

Circle the appropriate overall interview rating below. (This rating can be entered in View Profilee Data/view-edit, see the Interviewing Rating option.) The weighting given for interview rating is 0.0% .

- Ideal
- Excellent
- Good
- Average
- Below Average
- Lacking
- Very lacking



# INTERVIEWING GUIDE

Report Date: 11/18/03  
For Predict Success

Position: Management - Upper

## Eligibility

Eligibility = experience, education, ability level, or hard skills.  
Please enter below the eligibility criteria for this position.

### Eligibility Criteria

### Rating

1

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2

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3

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4

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5

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6

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7

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Given this candidate's rating for each criteria what is his/her overall eligibility?  
Circle the appropriate overall eligibility rating below. (This rating can be entered in View Profilee Data/view-edit, see the Eligibility Rating option.) The weighting given for eligibility rating is 0.0% .

Ideal      Excellent      Good      Average      Below Average      Lacking      Very lacking



## HOW TO ATTRACT THIS CANDIDATE

Sandberg, Anne  
Date Entered: 06/10/03  
For Predict Success

### Essential Factors to Consider

Anne has a very strong desire to collaborate with regard to decisions. Explain the ways in which this position will have opportunities for such collaboration.

Anne is highly motivated by opportunities to take initiative. To attract Anne to work for your company, specify the areas in which she will be able to take initiative. If Anne has strong eligibility, convince her that opportunities will be provided. If Anne's experience and skills are at a developmental stage, convince her that the opportunities will be provided as her skills and experience are developed.

Anne has a strong need for challenging work. To attract Anne to work for your company, explain the challenges the position will offer. Difficult challenges are motivating to her. If there are opportunities for advancement, explain those as well.

### Important Factors to Consider

Anne very much enjoys brainstorming and will be more attracted to work for your company if Anne believes she will have opportunities for brainstorming.

Anne has a strong desire to have decision-making responsibility. Explain the ways in which this position will have decision-making authority.

Anne places a high value on having autonomy. Explain the ways in which this position might offer autonomy.

Anne has a strong desire to be in a leadership position. She has a strong drive to take charge. Thus, Anne will be attracted to work for your company if you can elaborate on the ways in which she could take charge of a situation or lead others.

Anne is very enthusiastic about her goals. Ask Anne about her goals. Try to gain a complete understanding of each of her major goals and acknowledge each major goal. Then discuss how Anne's goals could be achieved in this position.

### Other Possible Factors to Consider

Anne enjoys meeting new people and will be more motivated to work for you if Anne believes she will have opportunities to do so.

Anne has an optimistic and cheerful attitude. Anne will be more attracted to work for your company if she believes that management and especially her supervisor will also have a positive attitude.

Anne enjoys analyzing problems. If the position involves analyzing problems, explain how her natural tendencies could be very beneficial. Discuss the types of problems that can be analyzed in this position.

Anne enjoys persuading and influencing others. Anne will be more attracted to work for your company if you explain in detail the opportunities she will have to influence management, co-workers, staff or clients.



## HOW TO ATTRACT THIS CANDIDATE

Sandberg, Anne  
Date Entered: 06/10/03  
For Predict Success

### **Other Possible Factors to Consider**

Anne has a desire to be helpful. Explain the ways in which this position will enable her to be helpful or supportive of others.

Anne has a desire to have employment that she perceives to be of beneficial to society. To attract Anne to work for your company, explain the ways in which she could help society through her work in this position.

Anne has a fairly strong intention to improve herself. Therefore, if you want to attract Anne to work for your company, explain the ways in which this position could help her to improve.



## DEVELOPMENT FOR POSITION

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

### Introduction

This report provides training recommendations related to attitudes, tendencies and behaviors. It does not take into consideration 'hard skills' such as typing or computer skills. You can choose any or all of the development suggestions below. If you choose to work on more than one trait, it is recommended that you complete one before starting the next. You may wish to work on a trait for personal development, professional development or for future career development. **HOWEVER, IF YOU THINK THE TRAIT IS IRRELEVANT TO YOUR CURRENT POSITION, CAREER DEVELOPMENT, OR PERSONAL GROWTH, JUST DO IT FOR FUN AND SEE WHAT HAPPENS.**

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a great deal of a trait. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention on the desired change.

This report is generated as a result of answers to the questionnaire but it does not take into consideration your specific position. Therefore, the suggestions may not be applicable in every case. The suggestions and exercises are intended to support personal development and career development. The user accepts all responsibility to apply the exercises and suggestions according to all related laws, organizational rules, organizational procedures, and appropriate employee conduct. The developer and agents of Harrison Assessment accept no liability for incidental or consequential damages resulting from the use of this material.



## DEVELOPMENT FOR POSITION

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

### **Manages Stress Well**

You may have difficulty dealing with stress.

Each of us must face a formidable challenge as a result of the rapid changes due to technological development. The increase in the pace of modern life, and the new complexities resulting from technological advances create an unprecedented potential for stress. Without learning to manage stressful situations, we could easily damage our health and well being. The first step to managing stress more effectively is to become more aware of the specific things you do (or don't do) that contribute to stress. After you explore the sources of your stress you will be more able to implement a practical stress reduction plan.

### **Exercise # 1 - Stress reduction**

#### **Step 1 - What situations do you find stressful?**

Reflect on and list what situations are stressful for you. This could be any type of stress in any part of your life, including your personal life.

#### **Step 2 - What do you find most stressful about each of those situations?**

Reflect on and list what you find most stressful about those situations.

#### **Step 3 - What attitude or behavior do you have that might make it more stressful?**

Reflect on and list exactly what you do or think that makes each of those situations more difficult.

**DEVELOPMENT FOR POSITION**

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

**Step 4 - How could you manage stress better?**

Reflect on and write down the ways in which you could manage stress more effectively. These can include viewing or reacting to a specific problem in a different manner, or general preventative approaches such as exercising more.

**Step 5 - What specific plan are you willing to commit to doing in order to manage stress better?**

Reflect on and write down specific action steps you are willing to commit to taking in the next 30 days. If you chose a general preventative approach such as more exercise, make sure you make specific commitments to implementing those at least several times per week.

**Step 6 - How well were you able to follow through on your stress reduction plan? (do this after 30 days)**

Reflect on and write down how well you were able to follow through on you plan over the last 30 days. In what ways did you succeed? What aspects were you unable to complete? What was the greatest barrier related to those aspects? How could you overcome those barriers?

**Step 7 - In what ways have you improved your ability to manage the stressful situations listed in step 1?**

Reflect on and write down the ways in which your stress levels have changed.



## DEVELOPMENT FOR POSITION

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

**Exercise # 2 - Increasing your physical exercise to reduce stress**

Regular exercise has been proven to reduce stress. By gradually increasing your exercise, your levels of stress will decrease.

**Step 1 - What physical exercise do you do regularly?**

List the physical exercise you do including the frequency and duration.

**Step 2 - What could you do to increase your frequency and/or duration of physical exercise?**

Reflect on and list the things you could do that would give you more physical exercise.

**Step 3 - Create an exercise program.**

Select at least one type of exercise you think you would enjoy. Perhaps you have a friend who would also like to have more exercise. Exercising together can be very beneficial in that you can support each other to follow through with the exercise program.

Describe the type of exercise, the number of times weekly and the duration. Start out slowly and gradually increase the amount of time over a few weeks.



## DEVELOPMENT FOR POSITION

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

### Persistent

You tend to be fairly persistent.

A strong intention propels you to a result. When you have a strong intention, you have the attitude 'I'm going there!'. Whatever comes up along the way is simply something on the road to getting there. No matter what the obstacle, you simply just renew your intention and continue. You don't even need to know how you are going to do something in order to have a strong intention. Just focus is on what will be achieved. This type of determination is what enables you to make significant achievements. Creative new ways of reaching your goal will automatically come to mind as you proceed with determination. Each attempt is an experiment that offers new learning and therefore puts you that much closer to your goal.

You may hesitate to commit to this level of persistence because you may fear that you cannot accomplish the task. While there is always that possibility, the greater your persistence, the more likely you will accomplish the goal. By committing to a goal, you may feel more vulnerable to failure. However, you are actually closer to achievement.

### Exercise - Developing persistence

#### Step 1 - In what ways could you be more persistent?

Reflect on and list any area of your work in which you could be more determined or persistent. Rank each item on the list according to its importance.

#### Step 2 - What result do you want to achieve with regard to \_\_\_\_\_ (start with the most important item on the list)

Write a clear description of the specific goal related to the most important area for you to accomplish.

#### Step 3 - What is your intention with regard to achieving that goal?

State a clear description of your intention to achieve that goal within a specific time period. Review and re-write it until the intention is completely clear and you feel completely determined to fulfill it.



## DEVELOPMENT FOR POSITION

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Compared to: Management - Upper

### **Step 4 - What could you start doing to fulfill that intention?**

Explore and list ways you could implement your stated intention

Continue with steps 2 and 3 until you have reached your goal.



## HOW TO MANAGE DEVELOP & RETAIN

Sandberg, Anne  
Date Entered: 06/10/03  
For Predict Success

### Essential Factors to Consider

Anne has a need to have decision-making authority. To motivate or reward Anne, offer her opportunities for more responsibilities. If you wish to retain her, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Anne's skills and experience are sufficiently developed for each stage of increased authority.

Anne greatly enjoys trying new things and frequently experiments with new ideas. Allowing her to try new projects or experiment with different approaches could be an excellent means of motivating or rewarding her.

Anne greatly enjoys opportunities to take initiative. To motivate or reward her, provide many of opportunities to take initiative. It is essential to provide such opportunities. Otherwise, Anne will probably look for work elsewhere. Provide clear guidelines and examples of the type of initiative she is authorized to take. If Anne has strong eligibility for this position, her initiatives are likely to be appropriate. However, if Anne's experience and skills are in a developmental stage, you will need to monitor that she stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.

Anne has a need for challenging work. If this need is NOT met, she will probably look elsewhere. Therefore, to manage Anne well, you will need to provide new challenges continuously. If Anne has strong experience and skills, allow her to take on difficult challenges. If Anne's experience and skills are still developing, allow her to take on challenges in stages and monitor progress.

### Important Factors to Consider

Anne is likely to be good at brainstorming. By engaging Anne's ideas in formal or informal brainstorming, you will motivate her while at the same time generating some good ideas.

Anne is very motivated by opportunities for collaboration. You can also reward her with such opportunities.

Anne is very motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Anne's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and she has the experience and skills that are required.

Anne is very enthusiastic about her goals. Anne is likely to be having difficulty managing stress. If Anne is performing well, provide her with opportunities for greater autonomy. Ask her about the most stressful aspects of the position and discuss how the level of stress could be reduced. You could also encourage her to take a stress management course. Ask Anne about her goals. Try to gain a complete understanding of each of Anne's major goals and acknowledge each major goal. Then discuss how Anne's goals could be achieved in this position.

### Other Possible Factors to Consider

Wherever possible, provide Anne with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Anne's work, it could become a distraction.



## HOW TO MANAGE DEVELOP & RETAIN

Sandberg, Anne  
Date Entered: 06/10/03  
For Predict Success

### **Other Possible Factors to Consider**

Anne's outlook is optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.

Anne enjoys analyzing problems. Provide such opportunities wherever possible.

Provide Anne with opportunities to express her views and to influence others. Listen carefully, thank her for the ideas, and respond accordingly.

Anne has a desire to be helpful. Provide opportunities to help others in order to motivate or reward her.

Anne has a desire to have employment that she perceives to be of benefit to society. If possible, offer her projects she would perceive to produce a result that is helpful to society.

Anne has a desire to improve herself. Discuss with her the ways in which this position could help her to improve.

Anne prefers to have recognition given privately rather than publicly.

Anne is likely to be mindful when it comes to making strategic decisions. Therefore, it could be useful to have her help examine the potential pitfalls of a plan or strategy. Therefore, it would be best if she were to receive other input before making important strategic decisions



## PARADOX GRAPH

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

Harrison Assessments is based on Paradox Theory. A paradox is a seemingly contradictory statement which may nonetheless be true. According to Paradox Theory, a trait can be either constructive or destructive depending upon other complementary traits. For example, when frankness is complemented by diplomacy, it takes the constructive form of being forthright and truthful. However, without the complementary trait of diplomacy, frankness becomes bluntness. While frankness and diplomacy appear to be contradictory, they paradoxically co-exist, complementing and fulfilling each other.

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each Paradox, there are two complementary (paradoxical) traits. One trait is a 'dynamic' trait such as frankness, while the other is a 'gentle' trait such as diplomacy. Each of the 12 pairs of paradoxical traits is portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis. The area within the XY graph is divided into four quadrants. The upper right quadrant (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects. This is called 'balanced versatility'. The upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak. This is called an 'aggressive imbalance' indicating a tendency to be overly aggressive. The lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak. This is called a 'passive imbalance' indicating a tendency to be overly passive. The lower left quadrant is the area in which both traits are weak. This is called 'balanced deficiency' indicating a deficiency of both of the paradoxical traits. (See the figure one below)

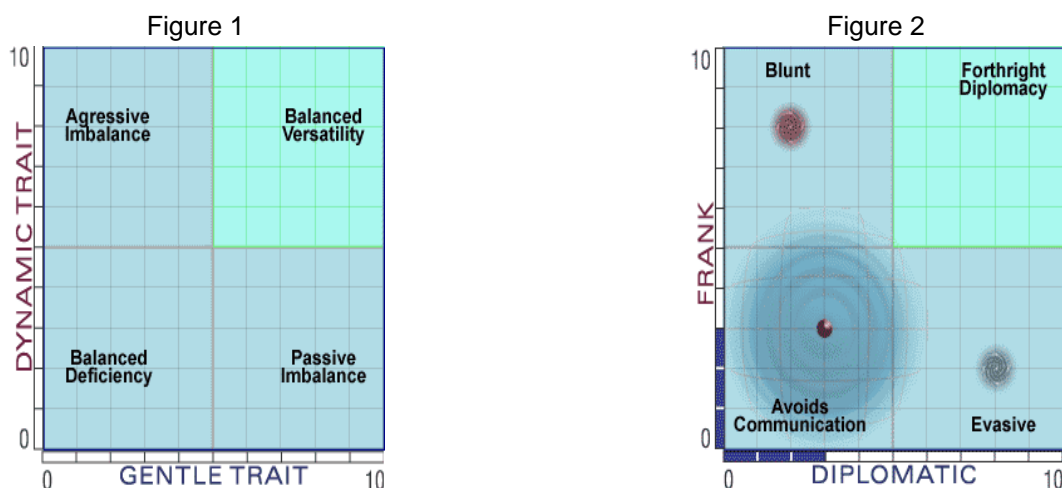


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive imbalance) is called blunt. Having diplomacy with frankness (passive imbalance) is called evasive. Lacking both frankness and diplomacy (balanced deficiency) is called avoids communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the dot is in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded area around the dot indicates the normal range of behavior. The smaller red and grey circles indicate this person's tendencies under stress. The red circle in the upper left quadrant indicates an aggressive tendency under stress. The dark circle in the lower right quadrant indicates a passive tendency under stress. In this case, the person tends to flip to both opposite extremes at different times.

On the following page, all twelve paradox graphs are portrayed on one page in order to give an overview. The columns (see titles at the top) relate to the subject or application of each paradox. The rows (see titles on the left of the page) relate to progressive stages of action related to those subjects. For example, the Strategic paradox can be considered the initiating stage of leadership and Innovation can be considered the implementing stage of achievement.



## PARADOX GRAPH

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

Paradox Theory provides a unique insight into oneself and others. Besides offering a window into aspects of ourselves of which we may be only partially aware, it provides a guideline for balancing and developing ourselves. The first page provides an overview of the twelve paradoxes and the remaining pages expand on the meaning of each paradox. The bottom of each page explains the meaning of your specific scores on that paradox. Please read it with an open mind as some of these perspectives may not currently be a part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

The best way to use the Paradox Graph for self-development is to identify the largest areas of the behavioral range (large blue circle) that is outside of the green areas (upper right quadrant). Then focus on developing the opposite paradoxical trait (outside the four quadrants). For example, if the largest area of your behavioral range outside the green area is in the blunt quadrant, then the trait to develop would be Diplomacy. If the largest area is in the evasive quadrant, then the trait to develop would be Frank. The trait to develop is the one that is outside the four quadrants furthest from the quadrant with the largest area of the behavioral range.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report option and select the trait you would like to develop. A suggested development plan will then be provided.



# PARADOX GRAPH

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

## ASSESSMENTS

### INTERPERSONAL

### ACHIEVEMENT

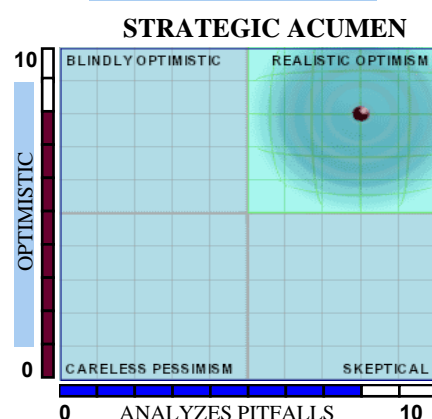
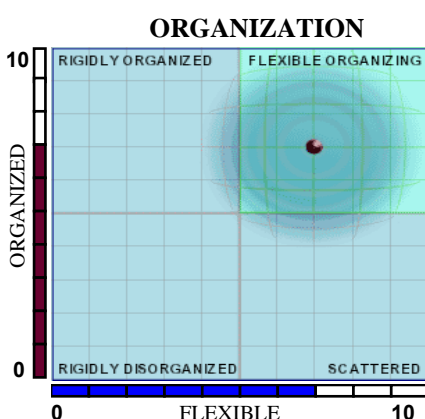
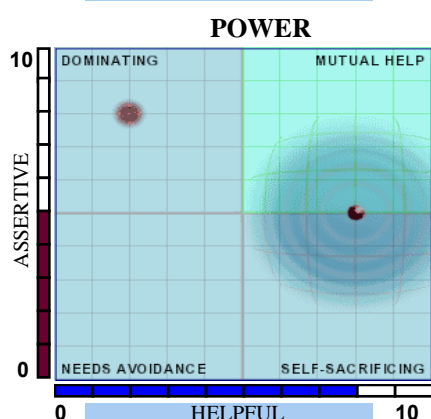
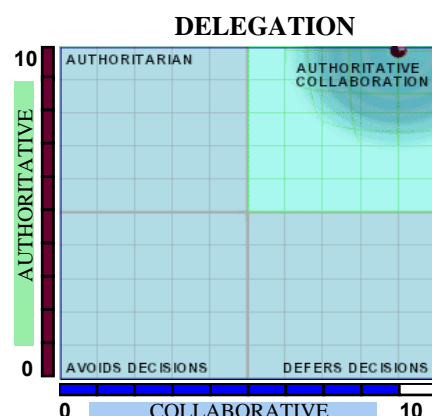
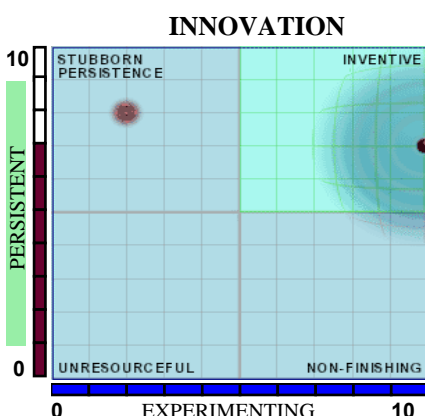
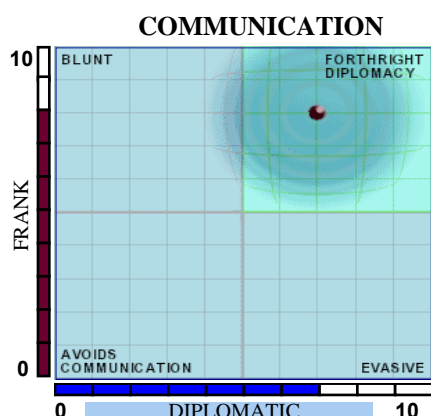
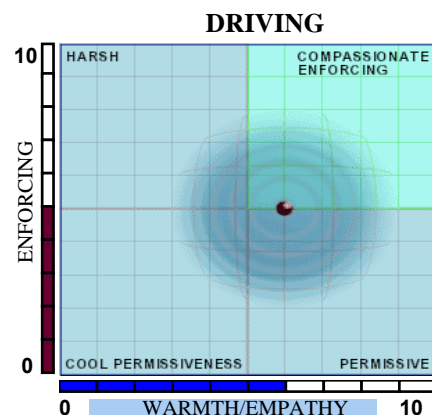
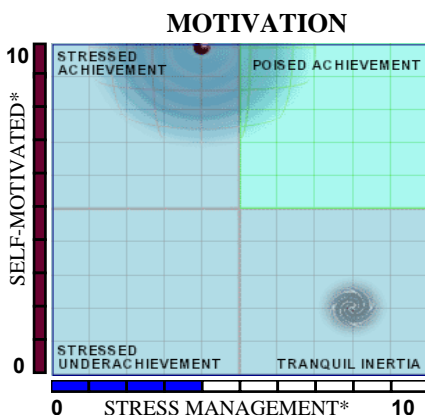
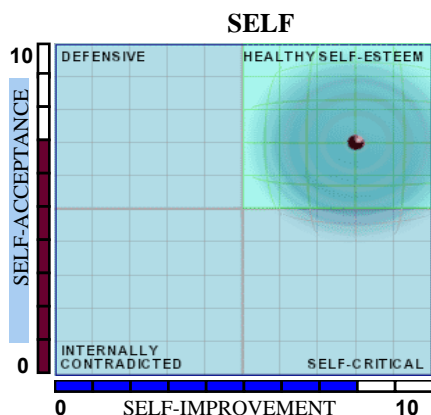
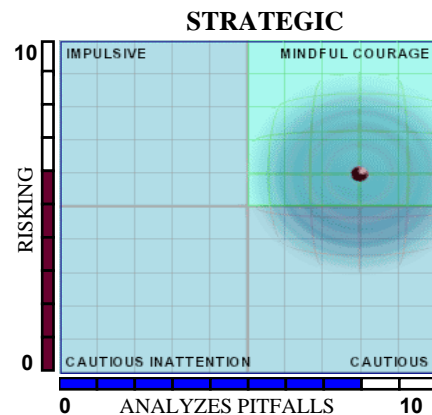
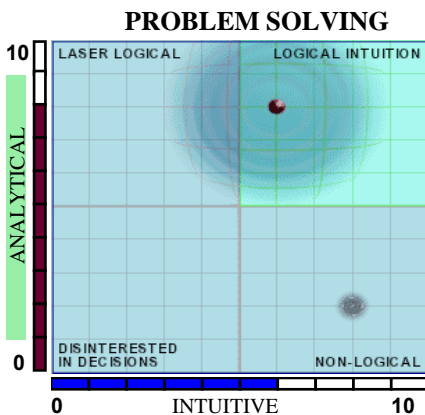
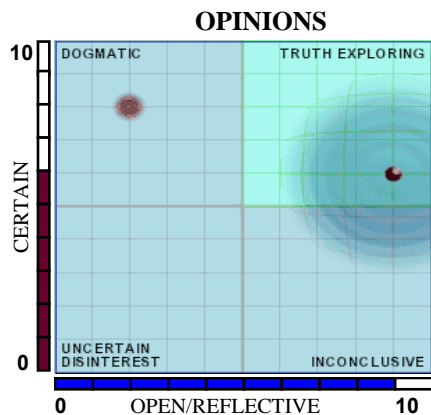
### LEADERSHIP

INITIATING

MOTIVATING

IMPLEMENTING

MAINTAINING



Essential Trait on this template

Desirable Trait on this template

\* This trait is a composite trait - see definitions on Trait Scores page



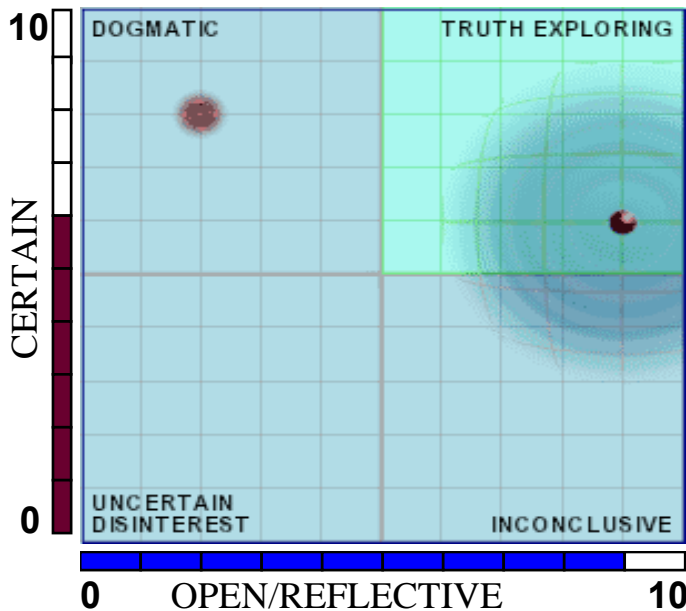
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## OPINIONS



*Question everything but be steadfast in finding and following true principles. Greater knowledge can only be obtained by allowing what you already know to sit in the background while relentlessly pursuing a fresh new way of seeing the issue and being willing to be 'wrong' about one's previous knowledge.*

**The Primary traits for this paradox are:**

### **CERTAIN**

The tendency to feel confident in one's opinions

### **OPEN/REFLECTIVE**

The tendency to reflect on many different viewpoints

**There are four possible combinations for this paradox:**

**Truth Exploring** - The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open/reflective)

**Inconclusive** - The tendency to lack certainty in one's opinions while at the same time being very open to the ideas of others (Low Certain and High Open/reflective)

**Dogmatic** - The tendency to be certain of one's own opinions while at the same time not open to different ideas (High Certain and Low Open/reflective)

**Uncertain Disinterest** - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open/reflective)

**Your tendencies for this paradox are:**

You are moderately certain of your opinions.

You very much enjoy reflecting on different ideas and opinions and you are probably very open-minded. You are likely to be good at brainstorming.

The combination of being moderately certain of your opinions and very open to different ideas will probably enable you to come to very thoughtful and considered opinions. You rarely express a firm opinion about something unless you have considered the issues carefully. Although you are moderately certain of your opinions, your tendency to explore different ideas is greater than your tendency to be certain of your opinions and thus, you may occasionally be a little inconclusive. Generally, you tend to be a truth explorer because you search for and discover greater and greater clarity of understanding. However, at times your broadmindedness may make you a little vulnerable to being unduly influenced by people who have strong opinions. The red circle in the upper left indicates that under stress you may occasionally protect yourself from people who have strong opinions by reacting a little dogmatically.



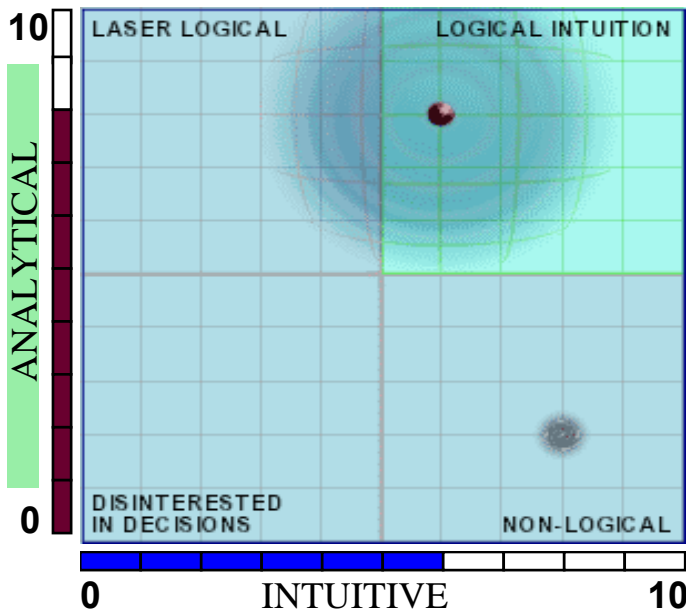
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## PROBLEM SOLVING



*"Use your logical mind to work out your day to day issues, but use your inner vision to guide your direction."*

**The Primary traits for this paradox are:**

### ANALYTICAL

The tendency to logically examining facts and problems (not necessarily analytical ability)

### INTUITIVE

The tendency to use "hunches" to help make decisions (not necessarily intuitive capabilities)

**There are four possible combinations for this paradox:**

**Logical Intuition** - The tendency to use analysis combined with intuition to solve problems (High Analytical and High Intuitive)

**Non-logical** - The tendency to rely on intuition without sufficiently analyzing a plan or problem (Low Analytical and High Intuitive)

**Laser Logical** - The tendency to be very analytical while at the same time mistrusting intuition (High Analytical and Low Intuitive)

**Disinterested in Decisions** - The tendency to avoid analyzing problems and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

**Your tendencies for this paradox are:**

You tend to analyze problems and decisions and you enjoy doing it.

You sometimes use intuition or hunches to help make decisions.

Even though you tend to be analytical, you can also at times be intuitive. Thus, in most situations, you tend to have good insight into problems and decisions. However, you may occasionally tend to overly rely on a left brain analytical approach and thus be less adept than you could be at sensing the important factors that might give you greater insight into a situation. The small dark circle in the lower right indicates that under stress you may occasionally manifest the opposite tendency by acting slightly 'non-logically'. This could take the form of being a little superstitious or holding beliefs that may not be completely logical.



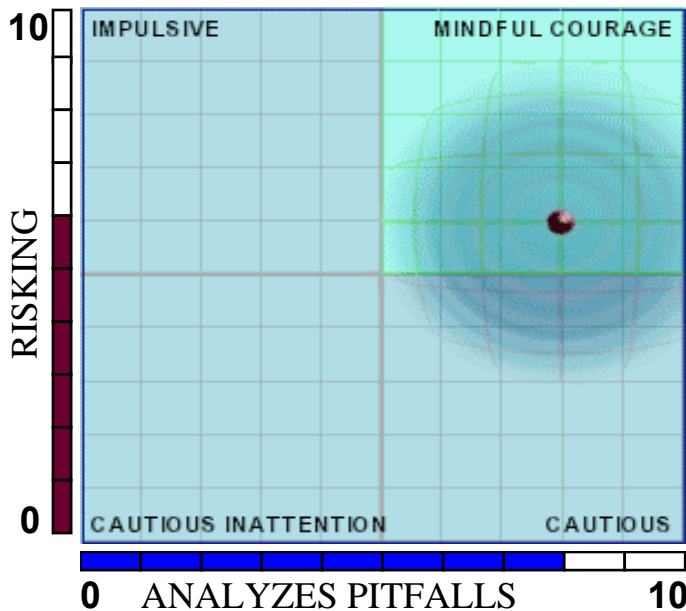
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## STRATEGIC



*"Have the courage to pursue success, but understand and manage your risks."*

**The Primary traits for this paradox are:**

### RISKING

The tendency to feel comfortable with business ventures that involve uncertainty

### ANALYZES PITFALLS

The tendency to scrutinize potential difficulties related to a plan or strategy

**There are four possible combinations for this paradox:**

**Mindful Courage** - The tendency to take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy (High Risking and High Analyzes Pitfalls)

**Cautious** - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about risks (Low Risking and High Analyzes Pitfalls)

**Impulsive** - The tendency to take risks without sufficient analysis of the potential difficulties (High Risking and Low Analyzes Pitfalls)

**Cautious Inattention** - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

**Your tendencies for this paradox are:**

You are moderately willing to take business risks.

You tend to analyze the potential difficulties of plans and strategies and you are likely to be mindful when strategic decisions.

You are moderate when taking business risks and you tend to analyze potential problems. This combination probably enables you to formulate strategies that effectively manage risks. Your preferred behavioral range (large blue area) is mostly in the mindful courage quadrant.



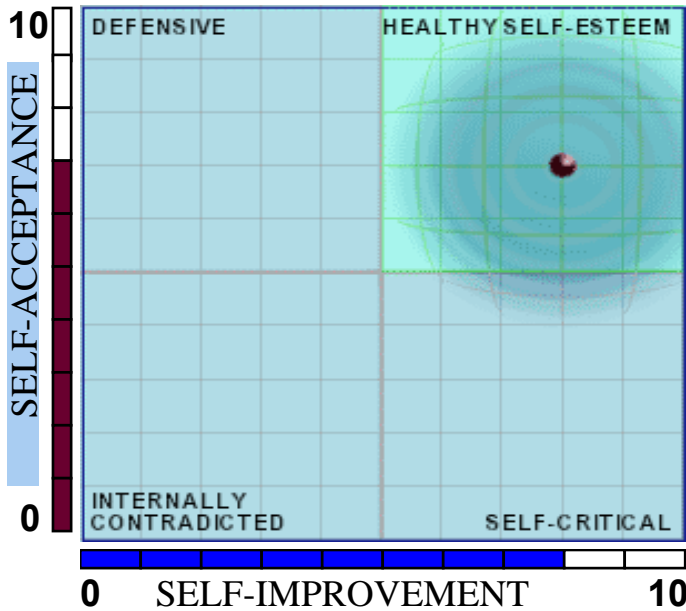
PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

ASSESSMENTS

SELF



*"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed through self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendor to shine forth even more brightly."*

**The Primary traits for this paradox are:**

**SELF-ACCEPTANCE**

The tendency to like oneself ("I'm O.K. the way I am")

**SELF-IMPROVEMENT**

The tendency to attempt to develop or better oneself

**There are four possible combinations for this paradox:**

**Healthy Self-Esteem** - The tendency to accept oneself while at the same time trying to improve oneself (High Self-acceptance and High Self-improvement)

**Self-critical** - Disliking one self in the context of self-improvement (Low Self-acceptance and High Self-improvement)

**Defensive** - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") (High Self-acceptance and Low Self-improvement)

**Internally Contradicted** - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

**Your tendencies for this paradox are:**

You tend to be fairly self-accepting.

You have a fairly strong intention to improve yourself.

Your interest in self-improvement combined with a reasonable level of self-acceptance reflects a healthy self-esteem. You are usually open to corrective feedback and willing to change when necessary. By being reasonably comfortable within yourself, you tend to make others more comfortable with you.



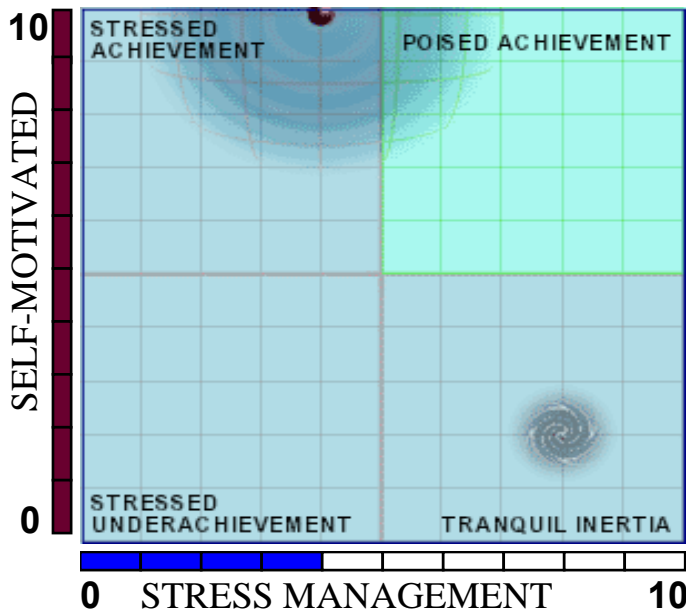
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## MOTIVATION



*"By keeping a balanced life, the process of achieving a goal is as fulfilling as achieving the goal itself. No goal is truly fulfilled without quality of life."*

**The Primary traits for this paradox are:**

### SELF-MOTIVATED

The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

### STRESS MANAGEMENT

The tendency to be relaxed and manage stress well when it occurs

**There are four possible combinations for this paradox:**

**Poised Achievement** - The tendency to be highly self-motivated without becoming tense or easily stressed (High Self-motivated and High Stress Management)

**Tranquil Inertia** - The tendency to be relaxed and easy-going while at the same time lacking in self-motivation (Low Self-motivated and High Stress Management)

**Stressed Achievement** - The tendency to be very achievement oriented while at the same time being tense and/or having difficulty managing stress (High Self-motivated and Low Stress Management)

**Stressed Underachievement** - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

**Your tendencies for this paradox are:**

You are highly self-motivated

You may tend to be somewhat stressed.

Your extremely high level of self-motivation combined with what may be a relatively low level of stress management indicates that although you tend to make great accomplishments, you probably experience significant stress in the process. This is reflected in your preferred behavioral range (indicated by the large blue circle) being mostly in the stressed achievement quadrant and partially in the poised achievement quadrant. The dark circle in the lower right indicates your desire to achieve is much greater than your ability to manage stress, and thus you may develop a strong underlying desire to have a respite from your hard work and an accumulation of chronic stress could at some point even lead to burn out.



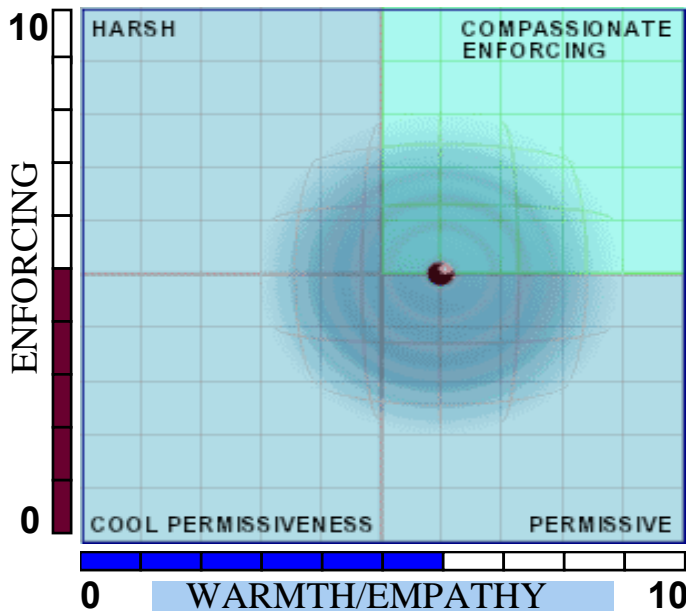
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## DRIVING



*Only a person with a kind heart can administer discipline that is beneficial to others.*

**The Primary traits for this paradox are:**

### ENFORCING

The tendency to insist upon necessary rules being followed

### WARMTH/EMPATHY

The tendency to express positive feelings and affinity toward others

**There are four possible combinations for this paradox:**

**Compassionate Enforcing** - The tendency to enforce necessary rules with compassion (High Enforcing and High Warmth/empathy)

**Permissive** - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior (Low Enforcing and High Warmth/empathy)

**Harsh** - The tendency to be overly strict or punitive when enforcing rules and procedures (High Enforcing and Low Warmth/empathy)

**Cool Permissiveness** - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth/empathy)

**Your tendencies for this paradox are:**

You are moderately willing to enforce necessary rules.

You may tend to moderately express warmth and empathy.

Although enforcing and discipline may not be your preferred activities, you will probably do them when necessary. Your preferred behavioral range (large blue area) is partially in the compassionate enforcer quadrant but also in the other quadrants. This indicates that when you do coach or discipline others, your behavior could reflect any of the quadrants.



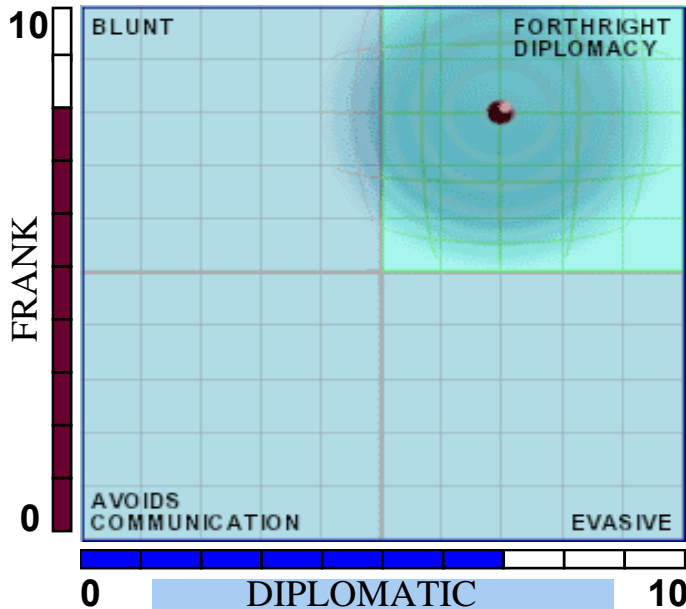
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## COMMUNICATION



*"To build cooperative relationships with others, be respectful of others' self esteem yet authentic in your communications. "*

**The Primary traits for this paradox are:**

### FRANK

The tendency to be straightforward, direct, to the point and forthright

### DIPLOMATIC

The tendency to state things in a tactful manner

**There are four possible combinations for this paradox:**

**Forthright Diplomacy** - The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic)

**Evasive** - The tendency to be tactful without being sufficiently direct (Low Frank and High Diplomatic)

**Blunt** - The tendency to be frank or direct while lacking in diplomacy or tact (High Frank and Low Diplomatic)

**Avoids Communication** - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

**Your tendencies for this paradox are:**

You tend to be forthright, stating what you think in a direct manner.

You tend to be reasonably tactful, taking care to communicate in a ways that make it easier for others to receive.

You have an ability to be direct and straightforward while at the same time being tactful. You can be either diplomatic or frank as the situation requires. Your high level of frankness combined with your reasonable high level of diplomacy helps you to resolve most misunderstandings and maintain positive working relationships.

Your preferred behavioral range (large blue area) is mostly in the forthright diplomacy quadrant, indicating you only occasionally react bluntly or evasively.



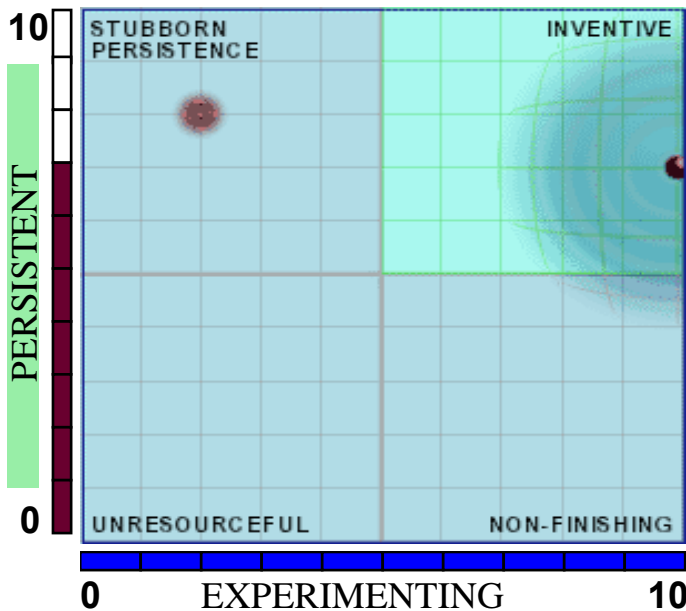
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## INNOVATION



*The key to invention is to have focused determination while letting the imagination run wild.*

**The Primary traits for this paradox are:**

### **PERSISTENT**

The tendency to be tenacious despite encountering significant obstacles

### **EXPERIMENTING**

The tendency to try new things and new ways of doing things

**There are four possible combinations for this paradox:**

**Inventive** - The tendency to experiment with different ways of doing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting)

**Non-finishing** - The tendency to experiment with many different things without persisting in a single direction (Low Persistent and High Experimenting)

**Stubborn Persistence** - The tendency to tenaciously pursue the same course of action without experimenting with different ways of accomplishing the objective (High Persistent and Low Experimenting)

**Unresourceful** - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

**Your tendencies for this paradox are:**

You tend to be reasonably determined and persevering with a task despite many obstacles.

You love to try new things and tend to do a great deal of experimenting with new ways of doing things.

You are likely to produce original ideas and/or inventions. Your reasonable level of persistence combined with your extremely high level of willingness to try new things enables you to be very inventive. Your creativity can be extremely useful when starting in a new direction, taking on a new project, or doing something that has not been done before. You probably enjoy being on the cutting edge of discovery. However, your experimentation may slightly exceed your persistence. This could result in the completion of projects occasionally being hindered by taking too many directions. However, since you have a reasonable level of persistence, this tendency is usually not very strong. Your preferred behavioral range (large blue area) is mostly in the inventive quadrant, indicating that your creative initiatives often come to fruition. However, it also slightly extends to the non-finishing quadrant reflecting too many directions. The small red circle in the upper left indicates that under stress, your behavior may 'flip' and become a little stubbornly persistent about something.



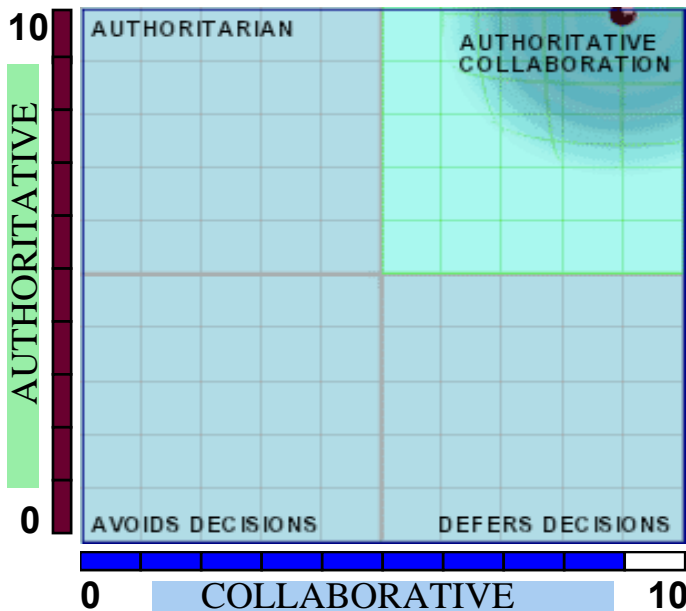
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## DELEGATION



*"Never hesitate to take counsel from appropriate people, but always take full responsibility for your own decisions."*

**The Primary traits for this paradox are:**

### **AUTHORITATIVE**

The desire for decision-making authority and the willingness to accept decision-making responsibility

### **COLLABORATIVE**

The tendency to collaborate with others when making decisions

**There are four possible combinations for this paradox:**

**Authoritative Collaboration** - The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative)

**Defers Decisions** - The tendency to avoid making decisions by referring them to others (Low Authoritative and High Collaborative)

**Authoritarian** - The tendency to make decisions without collaborating with others (High Authoritative and Low Collaborative)

**Avoids Decisions** - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

**Your tendencies for this paradox are:**

You have a very strong desire to have decision-making authority and are extremely willing to accept decision-making responsibility.

You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions.

Your very strong desire for decision-making authority combined with your strong tendency to collaborate enables you to be extremely good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation. Your preferred behavioral range (large blue area) is entirely in the authoritative collaboration quadrant, indicating that you accept responsibility and yet encourage participation. This helps you to be effective when delegating.



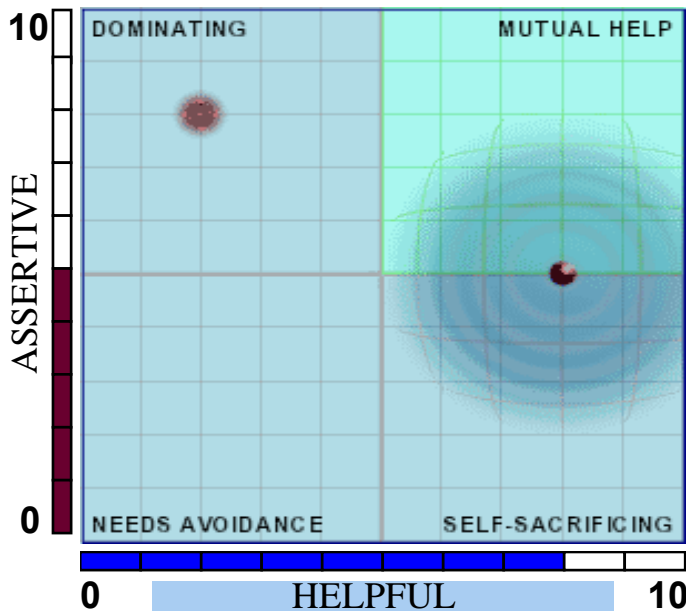
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## POWER



*Enduring and positive relationships are a result of meeting mutual needs.*

**The Primary traits for this paradox are:**

### ASSERTIVE

The tendency to put forward personal wants and needs

### HELPFUL

The tendency to respond to others' needs and assist or support others to achieve their goals

**There are four possible combinations for this paradox:**

**Mutual Help** - The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful)

**Self-sacrificing** - The tendency to respond to others' needs at the expense of one's own needs (Low Assertive and High Helpful)

**Dominating** - The tendency to be assertive with one's own needs while failing to respond to other people's needs (High Assertive and Low Helpful)

**Needs Avoidance** - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

**Your tendencies for this paradox are:**

You moderately put forward your own needs.

You tend to be helpful and conscious of others' needs.

By being helpful, you tend to establish good working relationships with your co-workers. However, your tendency to be helpful is a little stronger than your assertion of your own needs. Thus, you may tend to be a little self-sacrificing. Your preferred behavioral range (large blue area) is partially in the mutual help quadrant, indicating that part of the time you tend to establish mutually helpful interactions. It is also partially in the self-sacrificing quadrant indicating the other part of the time you may overly respond to others' needs. The small red circle in the upper left indicates that under stress, your behavior may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.



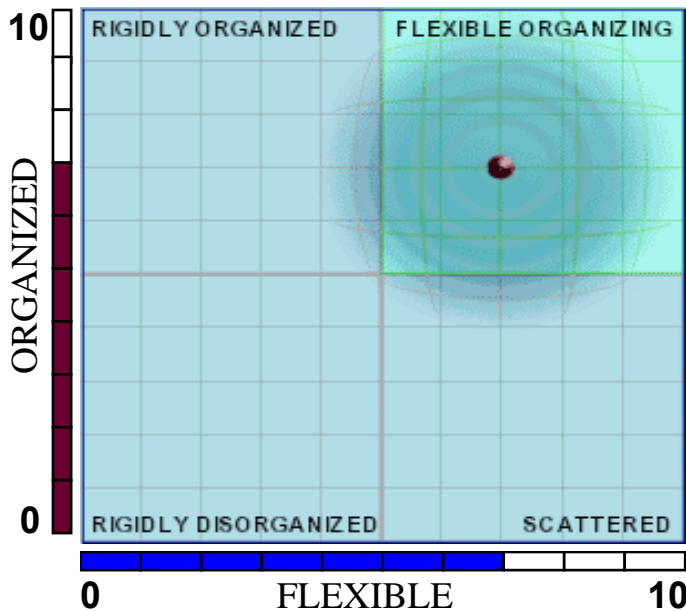
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## ORGANIZATION



*"Orderliness creates efficiency, and flexibility supports longevity. Nature is the perfect example of orderliness in the context of constant change."*

**The Primary traits for this paradox are:**

### **ORGANIZED**

The tendency to place and maintain order in an environment or situation

### **FLEXIBLE**

The tendency to easily adapt to change

**There are four possible combinations for this paradox:**

**Flexible Organizing** - The tendency to organize things while at the same time maintaining flexibility (High Organized and High Flexible)

**Scattered** - The tendency to be disorganized while at the same time enjoying and pursuing change (Low Organized and High Flexible)

**Rigidly Organized** - The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes (High Organized and Low Flexible)

**Rigidly Disorganized** - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

**Your tendencies for this paradox are:**

You tend to be reasonably well organized, usually keeping things in order.

You usually tend to be adaptive to change and you enjoy some variety.

Your tendency to be reasonably organized enables you to create order in most situations. This leads to greater efficiency. Your flexibility helps you to create structure and order that is adaptable to change. When circumstances change, you normally adjust to meet the new requirements by creating a different order. As a result you are able to be effective in organizing. Such fluid orderliness supports others to work efficiently without feeling confined or restricted. Your preferred behavioral range (large blue area) is mostly in the flexible organizing quadrant indicating that most of the time you tend to manifest the above characteristics.



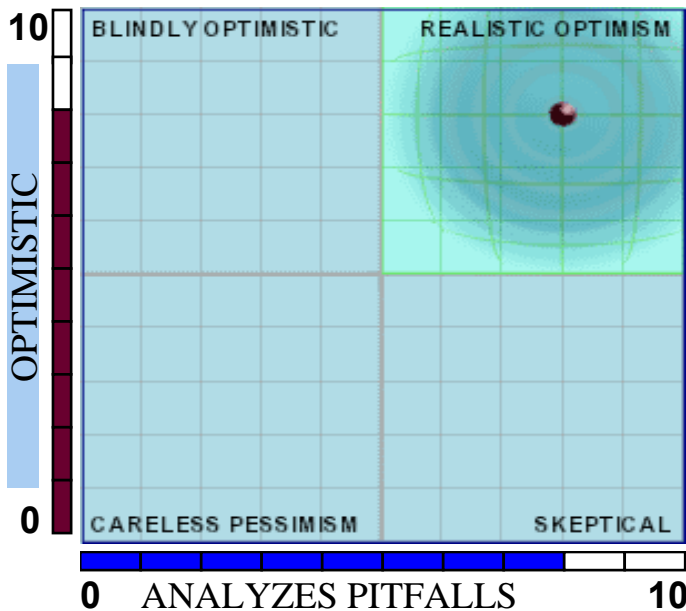
## PARADOX NARRATIVE

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

## STRATEGIC ACUMEN



*"Keep a positive attitude about the future, but be mindful of difficulties when they are small."*

**The Primary traits for this paradox are:**

### OPTIMISTIC

The tendency to believe the future will be positive

### ANALYZES PITFALLS

The tendency to scrutinize potential difficulties related to a plan or strategy

**There are four possible combinations for this paradox:**

**Realistic Optimism** - The tendency to analyze the potential pitfalls of a plan or strategy while maintaining a positive view of the future and the potential benefits of the plan or strategy (High Optimistic and High Analyzes Pitfalls)

**Skeptical** - The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyzes Pitfalls)

**Blindly Optimistic** - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties (High Optimistic and Low Analyzes Pitfalls)

**Careless Pessimism** - The tendency to take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyzes Pitfalls)

**Your tendencies for this paradox are:**

You tend to be optimistic and cheerful. Your positive attitude will be beneficial when dealing with subordinates, co-workers or clients.

You tend to analyze the potential difficulties of plans and strategies and you are mindful when it comes to making strategic decisions.

Your positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your tendency to analyze the potential problems provides insight into the things that could hinder your success. Being both optimistic and mindful helps you to have a clear and balanced view of situations and strategies. You tend to visualize a positive future while looking out for obstacles. Thus, you avoid the trap of being blindly optimistic (being optimistic without analyzing pitfalls). You also avoid the difficulties related to being skeptical (analyzing pitfalls without optimism). Your preferred behavioral range (large blue area) is in the realistic optimism quadrant.

**Essential Trait on this template**

**Desirable Trait on this template**



## TRAITS & DEFINITIONS

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

The report lists Anne's traits and corresponding scores in descending order for each trait category. The trait definitions are to the right of each trait. If a position was selected when running this report, the traits related to the position will be highlighted in green for Essential Traits, blue for Desirable Traits and red for Traits that could hinder Anne's performance.

Traits	Score on this Trait	Definition
Experimenting	9.9	The tendency to try new things and new ways of doing things
Wants Challenge	9.8	The willingness to attempt difficult tasks or goals
Planning	9.8	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Self-motivated	9.7	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Authoritative	9.7	The desire for decision-making authority and the willingness to accept decision-making responsibility
Takes Initiative	9.6	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Enthusiastic	9.5	The tendency to be eager and excited toward one's own goals
Wants To Lead	9.2	The desire to be in a position to direct or guide others
Wants Autonomy	9.1	The desire to have freedom or independence from authority
Collaborative	8.8	The tendency to collaborate with others when making decisions
Open/reflective	8.7	The tendency to reflect on many different viewpoints
Outgoing	8.4	The tendency to be socially extroverted and the enjoyment of meeting new people
Cause Motivated	8.4	The tendency to be motivated to help society
Analyzes Pitfalls	8.3	The tendency to scrutinize potential difficulties related to a plan or strategy
Self-improvement	8.2	The tendency to attempt to develop or better oneself
Optimistic	8.0	The tendency to believe the future will be positive
Helpful	7.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Analytical	7.8	The tendency to logically examining facts and problems (not necessarily analytical ability)
Frank	7.6	The tendency to be straightforward, direct, to the point and forthright
Influencing	7.5	The tendency to try to persuade others
Tolerance Of Bluntness	7.4	The level of comfort related to receiving abrupt or frank communications from others
Wants High Pay	7.3	The desire to earn greater remuneration
Persistent	7.3	The tendency to be tenacious despite encountering significant obstacles
Flexible	7.2	The tendency to easily adapt to change
Organized	7.2	The tendency to place and maintain order in an environment or situation
Diplomatic	7.2	The tendency to state things in a tactful manner
Self-acceptance	6.9	The tendency to like oneself ("I'm O.K. the way I am")
Enlists Cooperation	6.7	The tendency to invite others to participate in or join an effort
Systematic	6.3	The enjoyment of tasks that require carefully or methodically thinking through steps.
Intuitive	6.2	The tendency to use "hunches" to help make decisions (not necessarily intuitive capabilities)
Warmth/empathy	6.2	The tendency to express positive feelings and affinity toward others
Precise	6.1	The enjoyment of work that requires being exact and the tendency to be detail oriented
Comfort With Conflict	6.1	The tendency to be comfortable with confrontation or strife
Risking	6.1	The tendency to feel comfortable with business ventures that involve uncertainty
Certain	5.5	The tendency to feel confident in one's opinions
Enforcing	5.3	The tendency to insist upon necessary rules being followed
Relaxed	4.9	The tendency to feel at ease or calm while working
Wants Capable Leader	4.9	The desire to have a leader one perceives to be capable
Wants Frankness	4.8	The desire for others to be direct, straightforward and to the point
Assertive	4.7	The tendency to put forward personal wants and needs
Tempo	4.6	The enjoyment of work that needs to be done quickly
Wants Stable Career	4.4	The desire for long-term or permanent employment
Tolerance Of Structure	4.0	The tolerance of following rules, schedules and procedures created by someone else
Wants Recognition	3.5	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Wants Diplomacy	3.4	This desire for others to be tactful
Manages Stress Well	3.4	The tendency to deal effectively with strain and difficulty when it occurs



## TRAITS & DEFINITIONS

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

#### Task Preferences

	Score on this Trait	Definition
Public Speaking	9.2	The enjoyment of presenting or articulating information to groups of people
Research/learning	8.7	The enjoyment of gathering and comprehending new information
Teaching	8.6	The enjoyment of instructing, training, or educating others
Artistic	6.3	The enjoyment of making things look beautiful or attractive
Building/making	4.2	The enjoyment of constructing or putting together anything
Numerical	4.1	The enjoyment of counting, calculating or analyzing quantities using mathematics
Computers	3.8	The enjoyment of working with electronic machines that calculate, store or analyze information
Manual Work	3.3	The enjoyment of work that involves using one's hands
Clerical	3.0	The enjoyment of tasks such as typing or filing or organizing information
Mechanical	2.6	The enjoyment of work that involves fixing or repairing something
Physical Work	2.3	The enjoyment of work that involves fairly hard bodily effort
Driving	2.1	The enjoyment of operating a motor vehicle

#### Interests

	Score on this Trait	Definition
Finance/business	10.0	The interest in commerce or fiscal management
Science	10.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge
Travel	10.0	The interest in work that involves frequently taking a journey
Writing/language	10.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Health/medicine	8.0	The interest in health or medicine
Electronics	6.0	The interest in designing, assembling, repairing or operating automated or computerized equipment
Food	6.0	The interest in work relating to food
Sports	6.0	The interest in work that involves sports
Animals	2.0	The interest in working with mammals, birds, reptiles or fish
Children	2.0	The interest in working with children
Plants	2.0	The interest in shrubs, gardening, botany, trees or farming

#### Work Environment Preferences

	Score on this Trait	Definition
Pressure Tolerance	7.0	The level of comfort related to working under deadlines and busy schedules
Team	5.0	The enjoyment of working closely in a co-operative effort with others (not necessarily the ability to do so)
Outdoors	4.8	The desire to work in an outside environment
Repetition	3.1	The tolerance of monotonous work: the same single activity is repeated over and over (i.e. assembly line)
Standing	2.9	The tolerance of standing in a stationary position for long periods (no opportunity to sit or walk around)
Public Contact	2.5	The tendency to feel comfortable with interacting directly with a wide range of people representative of general society
Noise	2.4	The tolerance of working in an environment that has loud or continuous sounds
Sitting	2.0	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around

#### Behavioral Competencies

	Score on this Trait	Definition
Doesn't Need Structure	9.5	The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge)
Handles Autonomy	9.5	The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)
Self-employed	9.4	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
Innovative	9.4	The tendency to create new and more effective ways of doing things
Interpersonal Skills	9.1	The tendency to have a balance of traits that relate to effective interaction with others



## TRAITS & DEFINITIONS

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

### ASSESSMENTS

#### Behavioral Competencies

	Score on this Trait	Definition
Judgment (strategic)	8.9	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Receives Correction	8.9	The tendency to accept guidance intended to improve performance
Organizational Compatibility	8.9	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Effective Enforcing	8.5	The tendency to skillfully correct others when they are violating rules or performing poorly
Negotiating	8.5	The tendency to bargain in order to reach a beneficial agreement
Handles Conflict	8.3	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
People Oriented	7.1	The tendency to have a balance of traits that would enable one to positively interact with others
Tolerance Of Evasiveness	5.4	The level of comfort related to dealing with people who are indirect or lacking in frankness

#### Traits to Avoid for this Position

	Score on this Trait	Definition
Permissive	0	The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior
Blunt	0	The tendency to be frank or direct while lacking in diplomacy or tact
Skeptical	0	The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits
Blindly Optimistic	0	The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties
Harsh	0	The tendency to be overly strict or punitive when enforcing rules and procedures
Defensive	0	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Forceful Enforcing	0	The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation
Impulsive	0	The tendency to take risks without sufficient analysis of the potential difficulties
Dogmatic	0	The tendency to be certain of one's own opinions while at the same time not open to different ideas

\* There are some inconsistencies related to this trait, but the result is probably reliable.

\*\* There are some inconsistencies related to this trait, and the result is probably questionable.

Essential Trait on this template

Desirable Trait on this template

This Trait to Avoid may have a negative impact on this position

#### Generic Positions

	Score on this Trait	Definition
Management - Upper	9.7	This template is designed for a senior management position. It focuses on leadership, achievement, self-motivation, decision-making and various interpersonal skills that relate to leadership.
Management - Middle	9.6	This template is designed for a position that has the responsibilities of middle management. It focuses on achievement, self-motivation, leadership and decision-making. It also screens for a lack of interpersonal skills necessary for management.
Supervisory	9.2	This template is designed for a position that has supervisory responsibilities. It focuses on self-motivation and organization. It also screens for a lack of interpersonal skills necessary to be a supervisor.
Sales - Cold Calling	9.1	This position relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Customer Service - Friendly	8.1	This template is for a position in which the primary requirement is friendliness (not necessarily efficiency). It focuses on a variety of interpersonal skills related to serving customers. It also screens for personal honesty and at least a moderate level of motivation.
Technical	8.1	This template is specifically designed for a technical position. It focuses on analytical tendencies, organizational skills, and self-motivation. It also screens for a lack of interpersonal skills necessary for interacting with co-workers.



## TRAITS & DEFINITIONS

Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

## ASSESSMENTS

### Generic Positions

Administration -  
General

Score on  
this Trait

6.7

### Definition

This position is specifically designed for a general administration role. It focuses being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.



# MAIN GRAPH

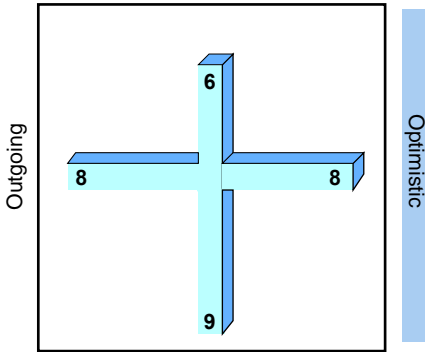
Sandberg, Anne Date Entered: 06/10/03  
For Predict Success

Position: Management - Upper

## ASSESSMENTS

### OUTLOOK

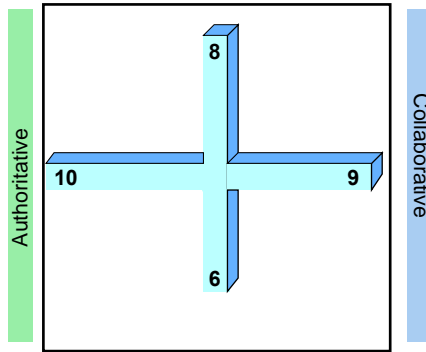
Certain



Open/reflective

### DECISIONS

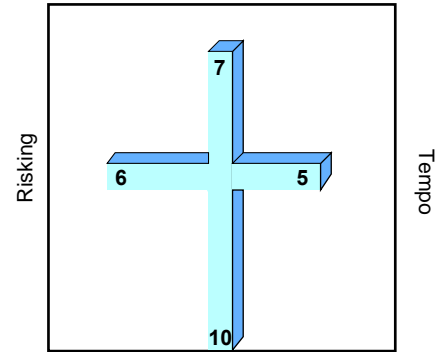
Problem Solving



Intuitive

### INNOVATION

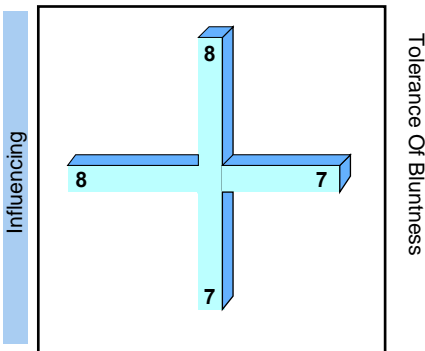
Persistent



Experimenting

### COMMUNICATION

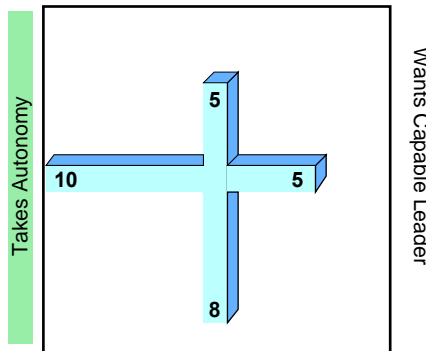
Frank



Diplomatic

### POWER

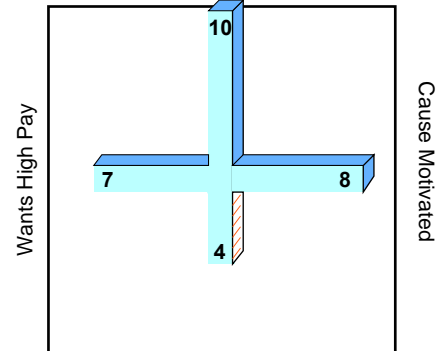
Assertive



Helpful

### MOTIVATION

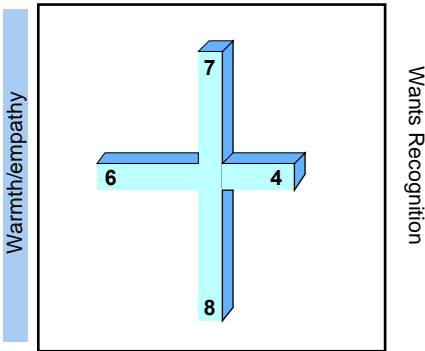
Self-motivated



Stress Management

### SUPPORT

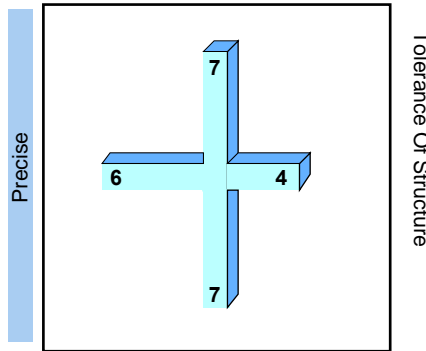
Self-acceptance



Self-improvement

### ORGANIZATION

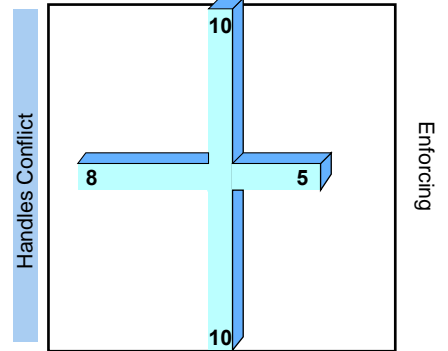
Organized



Flexible

### LEADERSHIP

Provides Direction



Planning

Probable Hindrance

Possible Hindrance

Essential Trait on this template

Desirable Trait on this template



## SUMMARY AND KEYWORDS

Sandberg, Anne  
 Date Entered: 06/10/03  
 For Predict Success

### ASSESSMENTS

This report is a general description of traits for Anne Sandberg's relation to the workplace. To further determine suitability for a particular position, use the 'Job Suitability Graph'.

### KEYWORD DESCRIPTIONS

Strongest Traits	Strong Traits	Fairly Strong Traits
Willing to make decisions Has creative ideas Takes initiative Likes to plan Self-motivated	Open minded Enjoys collaborating Wants autonomy Likes to lead Enthusiastic about goals	Outgoing Optimistic Analytical Frank Helpful Idealistic and realistic Willing to grow

### SUMMARY DESCRIPTIONS

Anne's task preferences are (in order of preference): thinking about and trying new ways to do things, doing something that helps others or society, making presentations to groups, meeting and interacting with new people, analyzing facts, problems and decisions, teaching, and researching or learning new information. Anne prefers to avoid the following tasks (listed according to greatest dislike first): driving a vehicle, doing physical work, fixing or repairing something, working with her hands, and doing clerical work. Anne would be interested in work that involves science, finance/business, travel, writing/language, and health/medicine. Anne lacks interest in children, animals, and plants. Anne needs a work environment that involves the opportunity to occasionally get up and move around, few repetitive and monotonous tasks, and a quiet setting.

Generally, Anne has an optimistic and positive attitude. Anne may have significant difficulty dealing with stress when it occurs. Anne is forthright or frank. Anne is quite helpful and responsive to others' needs. Anne has a strong intention to improve. Anne is quite outgoing. Thus Anne would enjoy a position that involves meeting new people. Anne enjoys trying to influence others. Anne tends to be fairly open-minded, making it easier to communicate with people who have different ideas. There are some interpersonal areas in which she could improve. Anne may tend to be a little self-sacrificing at times.

Anne is highly motivated by a chance to have decision-making authority, a chance to take initiative, having challenging work, an opportunity to do something worthwhile for society, an opportunity to be in a leadership position, and an opportunity to achieve her goals. She is demotivated by receiving insincere praise, having to work with a supervisor who does not offer a significant amount of autonomy, and goals unrelated to her own.

Anne enjoys analyzing facts and decisions. Anne is comfortable in a decision-making role. Anne is very willing to collaborate with others with regard to making decisions. Anne has a good balance between accepting responsibility for decisions and collaborating with others. Anne is optimistic about the outcome of risks. Anne tends to analyze the potential difficulties of plans and strategies, making it more likely that once she comes to a



## SUMMARY AND KEYWORDS

Sandberg, Anne  
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decision she will have thought through the important issues. Anne normally approaches decisions with a very open and reflective mind. When making decisions, Anne prefers to try a fresh new approach. Anne enjoys planning. Anne is very interested in being in a leadership position.



## MAIN GRAPH INTERPRETATION

Sandberg, Anne  
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### ASSESSMENTS

## OUTLOOK

Is neither overly self-certain nor lacking in confidence.  
Is very open-minded and reflective.  
Is quite outgoing.  
Is extremely comfortable making presentations to groups.  
Is quite optimistic.

## DECISIONS

Has a natural tendency to analyze facts and problems.  
Has a natural tendency to analyze the potential difficulties of plans and strategies.  
May sometimes use intuition to help make decisions.  
Is extremely willing to assume decision-making authority.  
Has a good balance between analyzing the potential difficulties of a plan or strategy and being optimistic about the results.  
Is very willing to collaborate with others with regard to making important decisions.  
Has a good balance between accepting responsibility for decisions and collaborating with others.

## INNOVATION

Perseveres with a task and is fairly good at the implementation stage of projects.  
Is extremely creative and progressive.  
Is very resourceful in implementing his/her creative ideas.  
Is moderately willing to take risks.  
Has a good balance between being willing to risk and analyzing those risks.  
Likes to work at a moderate, steady pace.

## COMMUNICATION

Is forthright, frank and to the point.  
Is fairly capable of being tactful.  
Is fairly good at interpersonal communication. Has a good balance between being tactful and being direct.  
Is fairly tolerant of people who are blunt.  
Tries to influence others.

## POWER

Can put forward his/her own needs, but may sometimes hesitate to do so.  
Is quite helpful and conscious of others' needs.  
Wants autonomy very strongly.  
Tends to take a great deal of initiative.  
Accepts supervision, but prefers a supervisor who is not too authoritative.



## MAIN GRAPH INTERPRETATION

Sandberg, Anne  
Date Entered: 06/10/03  
For Predict Success

### ASSESSMENTS

#### **MOTIVATION**

Needs extremely challenging work.  
Is very clear about his/her goals and is very motivated toward them.  
Is extremely self-motivated.  
Can be relaxed while working, but sometimes experiences some tension.  
May have significant difficulty dealing with stress.  
Is motivated by money, but not excessively so.  
Has benevolent intentions. Undertaking work which benefits others/society is quite important to him/her.  
Tends to follow through on his/her benevolent actions.  
Has a balanced attitude toward his/her practical necessities and the benefiting of others.  
Attaches fairly small importance to having a stable career.

#### **SUPPORT**

Is moderately empathetic and warm.  
Is fairly self-accepting.  
Has a strong intention to improve him/herself.  
Has a good balance between wanting to improve him/herself and liking him/herself the way he/she is now.  
May sometimes want recognition, but in general does not care too much about it.  
Finds acceptance from within rather than seeking acknowledgment from others.

#### **ORGANIZATION**

Is fairly well organized.  
Is fairly flexible and adaptable to changes.  
Can be precise, but prefers not to be in a role which continually requires a great deal of precision or focusing on details.  
Is moderately systematic.  
May want a fair amount of autonomy from having to follow closely defined procedures and schedules.

#### **LEADERSHIP**

Has a very strong desire to lead.  
Enjoys planning.  
Is quite effective at handling conflict.  
Prefers not to have to enforce rules, but will usually do it when needed.