

BUSINESS CHECK LIST PERSONAL DEVELOPMENT REPORT

JANE DOE

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

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

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

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

NARRATIVE REPORT

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TEST TAKING APPROACH

You appear to have read the items carefully and responded consistently. You described yourself in a highly favorable and socially desirable manner. This suggests that you may avoid negatives or that you may not be aware of your normal human failings and developmental needs.

PROBLEM SOLVING

You are disciplined in your approach, at times to the point of compulsivity. You focus your efforts intensely on the problem before you. You are likely to rely more on discipline than on creativity. You are practical but not necessarily expedient in your approach. You need structure and may be less effective in ambiguous settings. You are likely to be technically oriented in your approach. You tend to be more intuitive than analytical in your approach, but you can focus on analytical data when necessary. You are probably deliberate and self-paced. As a result, you may seem to lack a sense of urgency at times. You are exacting and perfectionistic in your approach. You are decisive about most things but you may be more laid-back about people issues.

EMOTIONAL FACTORS

You will typically prefer order and predictability to a great deal of stimulation or uncertainty. You aren't likely to take risks without careful analysis and planning on the front end. You may be somewhat conforming in your outward behavior, but you show signs of becoming more free-thinking in an accepting environment. You will typically appreciate private recognition for jobs well done. You are generally conscientious in your work. Your emotions and reactions are likely to be controlled. You are likely to be private in expressing them. You show some control needs, but you may be restrained in exercising them. Your high standards and sense of urgency can lead you to be impatient. You temper your status needs with sympathy for others. You tend to be more disciplined than highly intense or driven in your approach.

NARRATIVE REPORT CONTINUED: JANE DOE

SOCIAL STYLE

You generally temper your directness with others, but you can occasionally be abrupt. You probably dislike and avoid conflict. To keep the peace, you may be overly acquiescent. You are likely to have high standards, but you can temper them with an awareness of others' feelings and with patience. You are not likely to be seen as talkative unless you are discussing areas of your own interest. You are spontaneous in informal settings. You're likely to be significantly more reserved when you feel others are judging you or your behavior. You're likely to appear to be controlled and to have a private side to your personality. You are likely to be extraverted, friendly, socially adept and bold, yet you are also prone to keep your own counsel. You can temper your seriousness with some degree of humor. You are a relatively assertive and outspoken person. You probably demonstrate social confidence and poise, but you may lack a degree of polish in unfamiliar environments.

WORK FACTORS

Your willingness to take the initiative may be limited by a tendency to be mistake-avoidant and laid-back. You resemble technical customer support people in your self-description. You probably handle large scale planning well, but you may be less focused on administrative routine. You are likely to be disciplined and self-paced, but you may be reluctant to put time pressure on others. While you can be assertive, you will typically strive to control your more demanding side in your dealings with others. You are likely to be more comfortable and effective as an individual contributor, but you may be able to develop supervisory skills depending on your motivation and effort. You are independent and will be as assertive or as persuasive as necessary to get the team to plan. You can set goals, but you tend not to think them through or to carefully monitor progress toward them.

DEVELOPMENTAL SUGGESTIONS

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Social Reserve. You show evidence of being somewhat inhibited in your social interactions. You may be rather hard to read. People with similar patterns of results are sometimes shy, quiet and self-conscious to the point that it can affect their abilities to communicate. Do you enjoy working around other people and operating in a teamwork setting? Is it disruptive for you to be around people when you're trying to concentrate on the job? You may need to work on your abilities to shift into a higher social gear and to communicate quickly and openly.

High Discipline. You described yourself in terms which suggest that you're well disciplined and organized. Although these are positive characteristics they can lead to a certain amount of rigidity. Be sure you're able to remain flexible and to shift gears quickly in response to new or frequently changing demands. Make sure you're not being overly rule bound, procedural and deadline focused. Try to find ways to respond in a more spontaneous fashion when faced with new opportunities or setbacks and frustrations. Think about times when you've had to shift gears quickly and change plans in the face of new demands. How did you do it? What can you learn from that situation to help you be more effective in the future?

Conformity. Your scores suggest that you see yourself as conventional, traditional and conforming. People with similar patterns of results are likely to be by-the-book, cautious and structured. They can become overly dependent on external structure when they need to operate in a more spontaneous and less rule-bound manner. Are you likely to be too cautious and conservative in your decisions and responses? Work on your abilities to be flexible and to operate outside the box.

Detail Orientation. There is evidence that you're precise, detail oriented and exacting. You're likely to be oriented towards procedure and prone to monitor things carefully. People with similar patterns of results are sometimes overly perfectionistic and overly dependent upon procedure. Be sure you're able to pull yourself away from details and to keep the big picture in view. If you're supervising other people, you may need to pay particular attention to your abilities to delegate. Be careful that you don't overmanage subordinates.

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Easygoing Tendencies. You're likely to be seen as easygoing, patient and mild mannered. You're probably prone to accept people and situations and to be seen as peaceable and even humble. Be careful that you're not being too nice for your own good. Work on your abilities to push people for results where appropriate. Be careful that people don't take advantage of your easygoing nature.

Reflectiveness. There are signs that you are reflective, intellectually oriented and analytical in your approach. You're likely to be seen as methodical, precise and scholarly. Are you prone to be overly reflective or intellectual when you need to be more practical and down-to-earth? Be careful that you're not spending too much time in reflective thought when you need to focus on action and quick results.

Individual Performer Profile. Your self-description is more similar to that of people in individual contributor roles than it is to those of people in managerial roles. Although this doesn't necessarily reflect your actual managerial abilities, you may need to focus on your abilities to step forward and take charge where necessary. Are you prone to be too conflict-avoidant, compliant or obedient? Be sure your needs for acceptance don't interfere with your ability to be tough-minded and task focused, especially if you're in a managerial role. You may need to work on your abilities to function as a coach or as a highly visible role model.

Success Factors

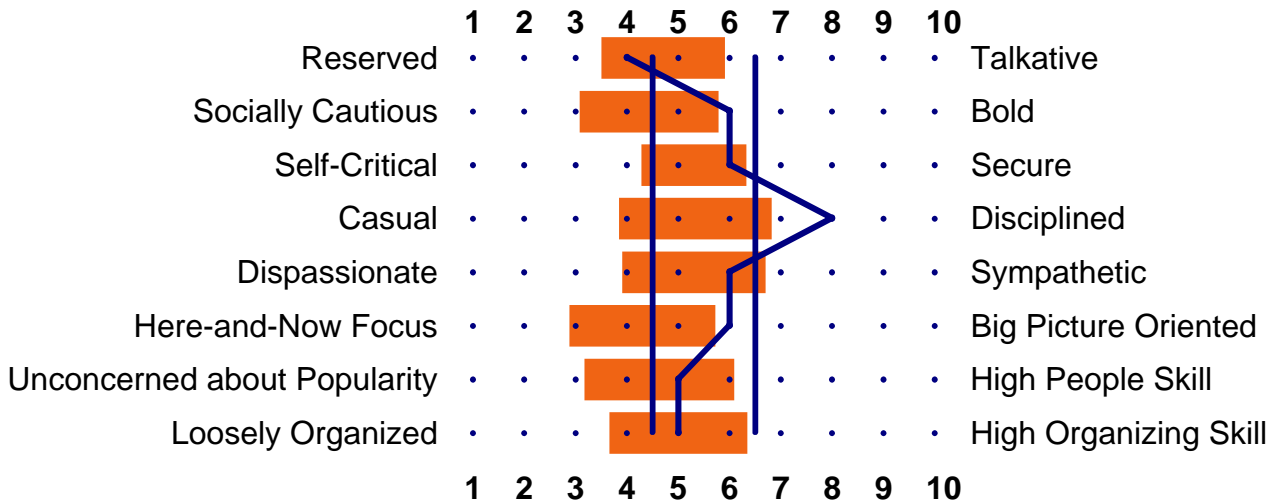
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Below are scales which are related to success in this type of job.

If a study has been done on this job at your company, the data are likely to be particularly useful.

In general, scores further to the right indicate stronger probability of success.

Always investigate extreme scores in your hiring process, even if they are in the desired direction.



Shaded Area Represents Average Profile of Top SSA Facility Mgrs