

The Achiever

Assessment For: Sandy Beach
Phone: 999-999-9999
Email: sandy@domainname.com

Position: Customer Service Manager

Company: ABC SERVICES, INC.
Report Type: Customer Service Manager

Assessment Date: 8/29/2002

For More Information
Please Contact:

Profilers Premium Placements, Inc.
3500 S. Sheldon Lane, Suite 101
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(Sample Test - Not for Resale or Distribution.)

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----- **Mental Aptitudes** -----

Mental Acuity

Ms. Beach is low in Mental Acuity, indicating she is a slow thinker. She will need to take some time to think through, reason and fully understand more difficult, complex problems before arriving at a solution or making a decision, especially if the situation is unfamiliar to her. Some repetitive training and close supervision needs to take place until she can exhibit proficiency in the job. (Sample Test - Not for Resale or Distribution.)

Business Terms

Sandy has an average understanding of business terminology obtained either on the job or in a business class. (Sample Test - Not for Resale or Distribution.)

Memory Recall

Ms. Beach is very interested in events happening in the world around her and should have a strong knowledge of competitive information and techniques, as well as economic trends which relate to her job. (Sample Test - Not for Resale or Distribution.)

Vocabulary

Ms. Beach's superior general English vocabulary skills should allow her to communicate effectively with others on all levels. Even the most complex data should be something she is capable of relaying to others. (Sample Test - Not for Resale or Distribution.)

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Numerical Perception

Sandy 's average Numerical Perception score indicates that she can handle detail work, but her work will have to be checked for mistakes. A vision problem, tension, or carelessness may affect the Perception score. (Sample Test - Not for Resale or Distribution.)

Mechanical Interest

Sandy has no interest in machines and may prefer not to work with mechanical equipment. Please note that this mental aptitude measures interest, not mechanical ability. (Sample Test - Not for Resale or Distribution.)

----- Personality Structure -----

Energy

Ms. Beach has a balanced energy and drive level. She can energetically tackle an assignment or project without becoming tense or losing her power of concentration. (Sample Test - Not for Resale or Distribution.)

Flexibility

Sandy is a very quality-minded, reliable individual with a high degree of integrity and strong ethics. She has a strong interest in providing quality service and products to customers, but is not flexible or adaptable to change. This could cause her to experience difficulty handling multiple job demands and assignments. She tends not to be an innovative, free-thinking person who creates new ways of doing things or new uses for existing applications of products or services, but rather will be one who sticks with proven applications as much as possible. She is likely to agree to change only when she is convinced the change is necessary. Even though the company can trust her and know she will be concerned that customers' needs are being met, they cannot expect frequent, imaginative or fresh ideas from her. (Sample Test - Not for Resale or Distribution.)

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Organization

Ms. Beach prefers to organize projects and plans in advance. She makes good use of the time and resources made available to her to reach organizational goals and priorities. She still likes the freedom, however, to reschedule her day to accommodate emergencies or problems. (Sample Test - Not for Resale or Distribution.)

Communication

Sandy enjoys working with people and is a very open, sharing collaborator. She easily and comfortably articulates her own feelings, ideas and knowledge to others. She would not be happy in an environment where she has no opportunity to interact with others. (Sample Test - Not for Resale or Distribution.)

Emotional Dev

Ms. Beach has a healthy level of self-confidence without being unrealistic and is not easily deterred if situations occur which slow down her efforts. She believes in herself, and when faced with obstacles, is patient enough to wait for results. (Sample Test - Not for Resale or Distribution.)

Assertiveness

Sandy is not highly assertive, but will usually express her opinions when asked. She will attempt to influence and direct others on issues which are important to her, but will just as easily give in and relinquish control to avoid a confrontation if the issue does not have any personal meaning to her. (Sample Test - Not for Resale or Distribution.)

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Competitiveness

Ms. Beach works well with others, but is more concerned with maintaining harmony than participating in individual competition. She sees life as an experience to enjoy, rather than a struggle to win, and lacks a strong sense of competitiveness. At times, she may place so much emphasis on friendships that effectiveness and productivity suffer. (Sample Test - Not for Resale or Distribution.)

Mental Toughness

Sandy has the mental toughness to deal with a moderate amount of criticism or rejection, but retains the ability to relate to customers and others with an appropriate degree of empathy. Occasionally, she may take a negative response personally and need some encouragement and reinforcement to keep her spirits up. (Sample Test - Not for Resale or Distribution.)

Questioning /Probing

Sandy has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though she has a positive, enthusiastic attitude, she may be so trusting that she allows others to take advantage. When problem-solving or troubleshooting complex issues, her effectiveness could be reduced by her not probing far enough into the situation to see the whole picture. (Sample Test - Not for Resale or Distribution.)

Motivation

Ms. Beach is a security-motivated individual who seeks a job that provides job and income stability in a risk-free environment. She prefers to work for a stable organization which can provide her with predictable work hours and good benefits. Not being motivated by recognition for achievement, she will work extra hours and put forth extra effort to successfully complete a project more out of a feeling of insecurity than a desire to receive recognition for her achievements. (Sample Test - Not for Resale or Distribution.)

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----- Validity Scales -----

Distortion

Ms. Beach is reasonably fair in assessing her strengths and weaknesses. She has some characteristics that she is not completely happy with and tends not to show others. The validity may be slightly affected by her indirect answers. (Sample Test - Not for Resale or Distribution.)

Equivocation

She has scored within our acceptable equivocation range. (Sample Test - Not for Resale or Distribution.)

This report is confidential and is an opinion based on test results and other available data. In the selection process it may count up to one third (1/3) of the decision process along with the interview, reference check, education and experience.

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Score Sheet Customer Service Manager

Mental Aptitudes

		1	2	3	4	5	6	7	8	9	
MENTAL ACUITY	Slow Learn			X			[.]				Fast Learn
BUSINESS TERMS	Uninformed						[X]				Knowledgeable
MEMORY RECALL	Unaware						[. . . X . . .]				Aware
VOCABULARY	Limited						[.]	X			Strong
NUMERICAL PERCEPTION	Imprecise						[X]				Accurate
MECHANICAL INTEREST	Indifferent	X					[.]				Interested

Personality Dimensions

		1	2	3	4	5	6	7	8	9	
ENERGY	Restless									[. X]	Calm
FLEXIBILITY	Flexible									[.] X	Rigid
ORGANIZATION	Disorganized									[X]	Planful
COMMUNICATION	Reserved									[. X]	Interactive
EMOTIONAL DEV	Impatient									[. . . X . . .]	Tolerant
ASSERTIVENESS	Cooperative					X	[.]				Authoritative
COMPETITIVENESS	Team Player	X					[.]				Individualist
MENTAL TOUGHNESS	Sensitive									[X]	Tough
QUESTIONING /PROBING	Trusting		X							[.]	Skeptical
MOTIVATION	Security		X							[.]	Recognition

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Validity Scales			
		1 2 3 4 5 6 7 8 9	
DISTORTION	Frank Answer	[.....X...]	Exaggerates
EQUIVOCATION	Choose Alter.	[.....X...]	Choose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

NOTE: Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

AREAS OF CONCERN - Scores of 1 or 2 in any of the following dimensions: *Energy, Flexibility, Emotional Development or Mental Toughness* are areas of concern.

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Leadership Traits Assessment

Introduction

This report section evaluates Sandy 's traits in five key areas of leadership:

- Planning
- Coaching
- Facilitating
- Organizing
- Staffing

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Sandy may or may not be one of the better people employed in a specific organization. If Sandy is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.

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Leadership Potential

Summary Report

for: Sandy Beach

Sandy has good leadership potential in the following area(s):

- Organizing

Sandy 's Training & Development Needs are:

- Planning - learn how to better plan and organize required job functions, activities and requirements.
- Staffing - learn how to make better staffing selections as well as how to train, motivate and lead others.
- Coaching - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.
- Facilitating - learn how to better monitor the achievements of others versus the plan, job description and/or job functions and requirements.

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Sales Traits Assessments

Introduction

This report section evaluates Sandy 's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Sandy may or may not be one of the better people employed in a specific organization. If Sandy is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.

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Sales Potential

Summary Report

for: Sandy Beach

Sandy 's sales potential includes the following strength(s):

Persistence and Consistency. Ability to meet and communicate effectively with people, Developing Rapport, Identifying need or desire, Presenting Product/Service to fill prospect's needs, Dealing with objections, Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

Learning speed and Efficiency, Ability to command respect, Setting goals to win, excel and achieve, Changing, growing and learning new concepts and ideas

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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.

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Interview Questions for Mental Acuity

Mental Acuity - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.

Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present
--	---	---	---	--

Probes

Tell me about a time, in a prior job, when you found yourself engaged in a project or undertaking which became too complex to complete, based on the information and resources you had available to you at the time. What did you do? Describe the situation.

Tell me about a time when you were confronted with a difficult, unexpected set of circumstances for which you lacked the answers. How did you deal with the circumstance?

When learning a new job, describe for me the best way you learn. Do you like to read and follow written instructions, or watch someone else and then perform the task yourself?

Describe for me the most difficult situation you've encountered in which you, alone, had to derive a solution for the problem. How did you arrive at the solution?

Interpretive Guides

Did the candidate exhibit initiative and resourcefulness in handling the problem? Was the candidate willing to discuss problems and ask for others' input and ideas? Does it appear the candidate is willing to admit his/her limitations?

Did the candidate exhibit team spirit and a willingness to share the problem with others in order to obtain valuable input? Does it appear the candidate knows when to admit that he or she does not know what to do and ask for help?

Does the candidate have an understanding of his or her learning style? Does the candidate admit any weaknesses as far as learning? Did the candidate mention reading as a leisure activity and if so, does it appear the candidate reads material which is business-related?

Does it appear the candidate used logic and sound principals to arrive at the solution? Does it appear the candidate can "think on his or her feet" in crisis situations? Did the candidate react impulsively, or exercise caution?

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Interview Questions for Flexibility

Flexibility - Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong	Strong	Some	Strong	Very strong
evidence	evidence	evidence	evidence	evidence
skill is	skill is	skill is	skill is	skill is
not present	not present	present	present	present

Probes

Interpretive Guides

Tell me about a time you found yourself in a set of circumstances in which you had to make a decision on a matter with no guidelines or precedents to follow. Describe the circumstances and how you dealt with them.

Did the candidate exhibit good judgment in his or her decision-making? Was the decision based on facts or emotions? Did the final decision exhibit good leadership skills?

Tell me about a time in a previous job when your employer or supervisor asked you to do something unethical. How did you handle the matter?

Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?

Describe how you handled an assignment which you were expected to complete on an expedient basis with little or no direction.

Did the candidate become anxious without specific guidelines to follow? Does the candidate exhibit the ability to make decisions independently? Did the candidate show indecisiveness or was the candidate hesitant to act on his or her own?

Give me an example of a time you were given an impossible deadline to meet on a project. What steps did you take to resolve the problem?

Did the candidate meet the deadline in an appropriate manner? If the candidate cut corners to achieve the deadline, did the actions he or she took show sound, good judgment? Does it appear the candidate can make decisions or take quick action in crisis situations?

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Interview Questions for Competitiveness

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.

-----x-----	x-----	x-----	x-----	x-----
Very strong	Strong	Some	Strong	Very strong
evidence	evidence	evidence	evidence	evidence
skill is	skill is	skill is	skill is	skill is
not present	not present	present	present	present

Probes

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

What is the most competitive endeavor you have been part of in the last few years?

Interpretive Guides

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?

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Interview Questions for Questioning/Probing

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.

-----x-----x-----x-----x-----x-----x-----				
Very strong	Strong	Some	Strong	Very strong
evidence	evidence	evidence	evidence	evidence
skill is	skill is	skill is	skill is	skill is
not present	not present	present	present	present

Probes

Interpretive Guides

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Tell me what steps you took to gather information needed to solve problems in your last job.

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?

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Interview Questions for Motivation

Motivation - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about a prior job in which you were highly motivated and enthusiastic about coming to work each day. What one part of the job kept you motivated?

We've all had days when we only wanted to do what we had to do and little more. Tell me what, in your prior job, motivated you to do more than was expected.

In your prior job, what was your greatest worry or fear? How did you deal with that worry or fear?

Regarding compensation plans in prior jobs, what type of compensation plan did you most enjoy? If money was not an issue, what type of compensation plan do you believe you would most enjoy?

Interpretive Guides

Does the candidate have a clear understanding of what personally motivates him or her? Will these motivating factors be available to the candidate in this position?

Does it appear the candidate is able to motivate him or herself easily? Does the candidate expect more in the way of motivating factors than is realistic or available in this position?

Does it appear the candidate worries unduly about job security? Are the candidate's worries and fears realistic? Does it appear the candidate has good coping skills to handle stress, worry, fear or change?

Will the candidate have the same type of compensation plan he or she desires? Are the candidate's ideas of an ideal compensation plan realistic and attainable in this position?

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Development Suggestions

Introduction

The following Personal Development Suggestions have been developed to be given to an individual after hiring, should the appropriate supervisor and/or the individual orienting the individual choose to do so.

The development pages are directed specifically to the individual. The pages can be either removed from the report, or copied, and given to the individual.

The individual who is supervising, leading, directing or coaching new employees may want to review, as part of the employee's orientation process, the job description and the requirements of the job, and at that same time provide the individual this information to assist them in beginning the job on the most effective and efficient basis.

These development suggestions provide guidelines for the individual, recommending actions that can be taken on a daily and weekly basis to become more productive.

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Personal Development Suggestions

Flexibility - measures the flexibility and integrity orientation of the person compared to rules,
laws, guidelines, etc.

You are a very quality-minded, reliable individual with a high degree of integrity and strong ethics. You have a strong interest in living up to your promises, and expect the same from others. Since you are, at times, a little inflexible, you could experience difficulty changing direction in your life, even if such a change appears necessary. You prefer to stick with the "tried and proven" ways of doing things, rather than attempting to handle tasks or resolve problems a new way. You are likely to agree to change only when you are convinced the change is necessary.

Your self-affirmation sentence:

"I am flexible and can adapt to change."

Steps to Effect Change

You need to learn that handling life's ever-changing demands requires that you become more flexible and expedient. This enables you to handle sudden, critical demands placed on you. Outlining "what if" emergency events and role-playing can start you thinking about alternative solutions to common problems or sudden changes in your personal environment.

1. You need reinforcement discussions when changes occur in your life. You should constantly remind yourself of the need to maintain a flexible, less rigid approach to life.
2. To develop the confidence to create and implement change, commit to making one minor change in your life each month. For instance, if you always follow a certain routine in the mornings when getting ready for work, reverse two activities. Once you see that minor changes do not cause major problems and may actually be beneficial, you will become more willing to make significant changes when necessary.

Development Materials Recommended

1. Development Book Suggestions:
"Negotiating for Business Results" by Judith Fisher
"Creativity At Work" by Dorothy S. M. Yep

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Personal Development Suggestions

Competitiveness - reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You do not have a strong individualistically competitive nature, preferring to enjoy life, rather than view it as a struggle to win personally. You place a strong emphasis on maintaining friendships with co-workers, and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. You would not enjoy a position in which your effectiveness was compared to others in any type of competitive ranking.

Your self-affirmation sentence:

"I am a winner!"

Steps to Effect Change

1. Your first attempts to compete should be toward some easily reachable goal.
2. Although competition is a basic part of life, a competitive spirit is more important in some jobs than in others. If you are cast in a role calling for a strong competitive spirit, begin by competing against your own former best efforts. Competing against yourself and achieving will instill within you greater self-confidence.
3. It's great for you to engage in some type of competitive sport or activity and really strive to win. When you see that others won't hold it against you, even if you win, you will feel more comfortable in a competitive role the next time.
4. Set a desire for a particularly desirable object, goal or result in your mind and then work hard to achieve it by setting small goals which ultimately lead to your main objective.

Development Materials Recommended

1. Development Book Suggestions:
"Get Ahead! Stay Ahead!" by Dianna Booher
"Goal Management At Work" by R. Hans Hilgerman

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Personal Development Suggestions

Question/Probing - measures the tendency not to accept information at face value.

You have a very trusting nature and tend to accept most instructions, directives and information at face value. Even though you have a positive, enthusiastic attitude, you may be so trusting that you allow others to take advantage. When problem-solving or troubleshooting complex issues, you may not probe far enough to see the whole picture.

Your self-affirmation sentence:

"I ask questions."

Steps to Effect Change

1. Gullible people can be taken advantage of very easily; you need to develop the ability to question and develop probing skills.
2. Mental exercises, such as word games, mathematics and logic puzzles, even newspaper crossword puzzles, help to develop the "probing" process and are quite useful in developing your "brain power."
3. Cynicism is not attractive, but the trusting person can often be a detriment by disclosing private information much better kept confidential. Develop the ability to be a little more closed and therefore a little less open to exploitation.
4. Prior to making any type of commitment, signing any legal contracts, making any big purchases, etc., give yourself time to research and think about the situation, rather than entering into the matter too quickly.

Development Materials Recommended

1. Development Book Suggestions:
"Ask the Right Question!" by Rupert Eales-White
"Navigating the Future: A Professional Guide for the New Millennium" by Mikela Farlow

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