



CoreSelect™ Report

Name: Jane Manager
Organization: Testing, Inc.
Job: Leadership
Date: 9/8/2004



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Understanding Jane Manager's CoreSelect™ Report:

The information contained in this report should not be used as the sole discretionary source of information about the individual. Close attention and consideration should be given to the candidate's resume, job application, references, education and/or training, drug screen, job interview, previous job experience(s) and personal performance during the interviewing process.

About the Devine Inventory™:

The Devine Inventory™ has been in use for over 30 years and provides information targeting 33 different behavioral areas and 12 competencies.

CoreSelect™ Contents:

- **The Devine Inventory™ Behaviors:** Thirty-three behaviors and their definitions
- **Jane Manager: At a Glance:** Summary of the individual's matches to the Success Profile, plus a graphical chart displaying competency results.
- **Competency Breakouts:** Detailed display of behaviors and percentile scores that comprise the competency result, along with an explanation of the results.
- **Behavior Summary:** Graphical display of behaviors, scores and matches to the Success Profile.
- **Devine Inventory™ Profile:** Detailed display of the individual's scores on a 0-9 scale, with explanation of the meaning of each score.
- **Targeted Behavioral Interview Questions:** Suggested interview questions for the hiring manager to further probe the applicant's needs development (1, 2) or marginal (0, 9) areas.

The Success Profile: This report will help you evaluate Jane Manager's match to the Devine Inventory Success Profile™ which has been created specifically for the Leadership position with your organization.

1. First, the 33 behaviors are ranked according to their importance to fulfilling job requirements within the culture of your organization. The behaviors are ranked and presented on 3 pages of 11 behaviors each, with the first page of primary importance, the second page of secondary importance, etc.
2. The second component designates the required behavioral strength. The desired range of behavioral development scoring is designated within the overall 0 - 9 scale for each behavior.

Note: A Devine Inventory™ Success Profile should only be prepared in consultation with a certified expert trained in the Devine Inventory System™.

Behavior Match Considerations:

- A score is considered a match if it is in the desired success profile range or higher as long as it is not a "High Marginal" (9) score.
- Behavior scores that fall below the desired Success Profile range should be carefully reviewed as they can represent potential detractors to successful job performance.
- If the score is in the "High Marginal" (9) area, development is also needed.
- If a behavior has two scores (split score), it is not considered a match unless both scores are a match. The split score indicates that variances exist in the behavior pattern based on circumstances.

The Devine Inventory™ Behaviors

Aggressiveness	Being assertive and taking charge.
Authority Relationships	Demonstrating cooperation and respect for leaders.
Closure	Agreeing upon and completing courses of action with others.
Commitment	Supporting the organization's goals and directives.
Communications	Giving and receiving information.
Competitiveness	Obtaining advantage through team or individual effort(s).
Concentration	Focusing and avoidance of distractions.
Conflict Management	Weighing in on and resolving differences.
Creativeness	Envisioning new options, either practical or theoretical.
Decisiveness	Choosing a course of action with speed and ease.
Detail Orientation	Attention to facts and experiences making one a competent and skilled expert.
Ego	Gaining respect and demonstrating confidence.
Emotional Composure	Maintaining professionalism and poise.
Goal Orientation	Seeking challenges toward reaching objectives.
Influence	Gaining acceptance of ideas.
Initiative	Taking action without being told.
Instructiveness	Coaching, teaching or sharing information with others.
Intensity	Effectively controlling stress.
Intimacy	Sensing what others are feeling and responding to their needs.
Learning	Advancing knowledge, skills and abilities.
Listening	Seeking to understand what others are saying.
Mobility	Accommodating to requirements for moving about and/or travel.
Negotiating	Bargaining effectively for a strongly held position.
Planning	Thinking and organizing strategies, for either near or long-term.
Presentation Style	Holding others' attention while presenting.
Response to Change	Modifying work practices to accommodate new direction.
Schedule Orientation	Creating and meeting time commitments.
Self Responsibility	Taking personal accountability.
Sociability	Building a network of relationships.
Structure	Creating order and staying organized.
Task Completion	Staying with a task until it has been effectively, promptly and thoroughly accomplished.
Time Competency	Managing time efficiently.
Vitality	Maintaining energy and stamina.

Jane Manager: At a Glance

BehaviorMatch™

Total Matches
22

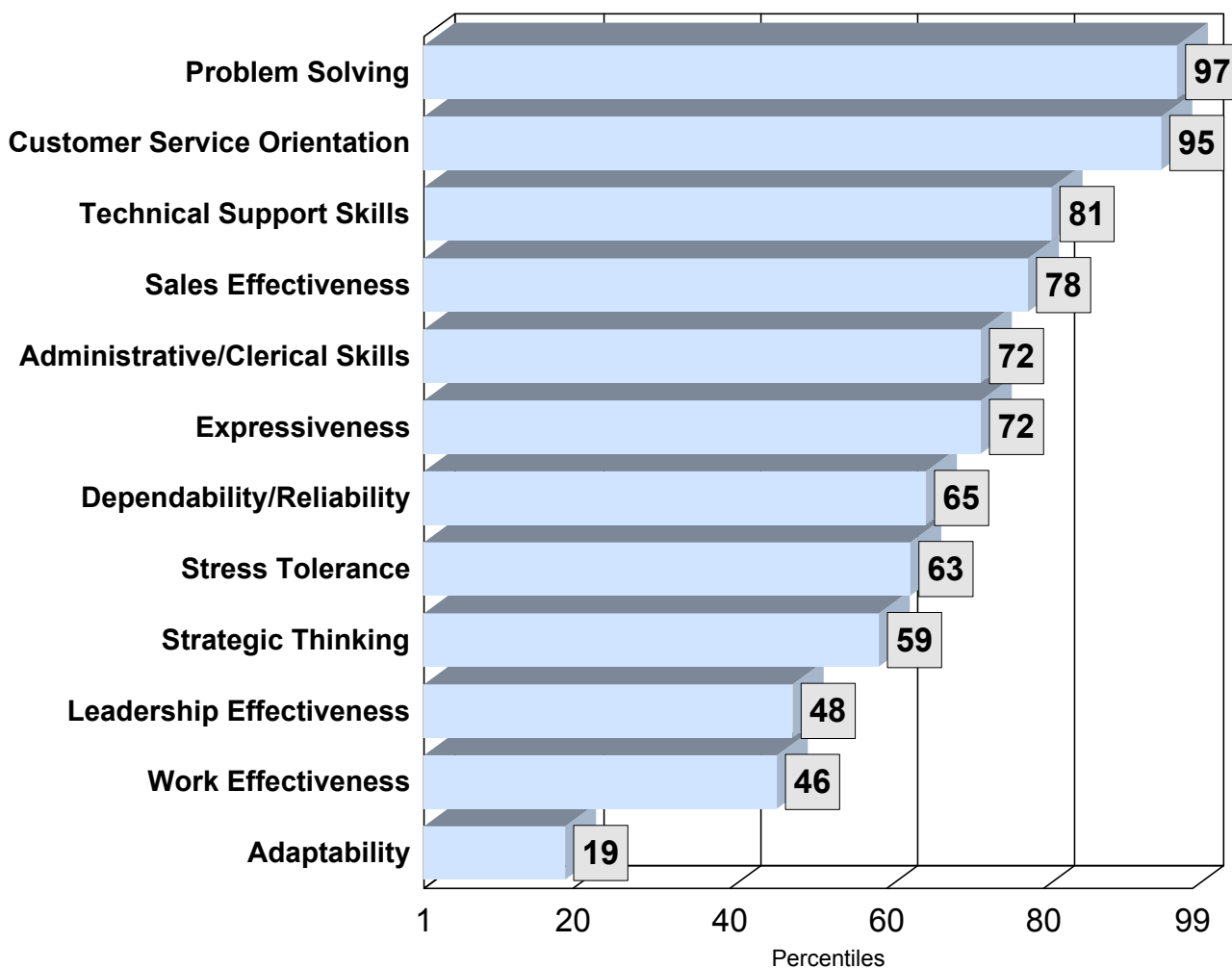
Top 11 Behaviors
6

Middle 11 Behaviors
8

Bottom 11 Behaviors
8

Average number of matches for this Success Profile is 19.

Competencies



Competency Breakouts

- 97% Problem Solving** (*Ability to define complex problems & bring about viable solutions*)
Prepares carefully and maintains agreeable communication which serves to encourage others to listen carefully and to freely express their own views/opinions.
- | | | |
|-------------------------|-------------------------|------------------|
| Closure (6) | Communications (5) | Creativeness (3) |
| Emotional Composure (5) | Learning (6) | Negotiating (7) |
| Planning (7) | Self Responsibility (6) | |
- 95% Customer Service Orientation** (*Readily initiates actions to meet or exceed the needs of others*)
The realization of a trusting relationship is cherished and serves to drive an on-going, supportive, responsible dynamic.
- | | | |
|--------------------|-------------------------|-------------------------|
| Communications (5) | Conflict Management (7) | Emotional Composure (5) |
| Influence (6) | Instructiveness (5) | Intimacy (7) |
| Listening (4) | Self Responsibility (6) | |
- 81% Technical Support Skills** (*Application of knowledge & skills related to work specialization*)
Sets an example of professionalism in the area of specialization by maintaining currency about new information and willingly responding to inquiries from others.
- | | | |
|-------------------------|---------------------|------------------------|
| Closure (6) | Concentration (4) | Detail Orientation (3) |
| Emotional Composure (5) | Learning (6) | Negotiating (7) |
| Self Responsibility (6) | Task Completion (4) | |
- 78% Sales Effectiveness** (*Ability to persuade through relationships based on mutual trust & commitment*)
Deliberative planning in the handling of selling interactions is geared toward sharp targeting of information to meet the needs of clients and prospects alike.
- | | | |
|----------------------|---------------|-----------------|
| Aggressiveness (7) | Closure (6) | Ego (2) |
| Goal Orientation (4) | Influence (6) | Negotiating (7) |
| Sociability (3) | | |
- 72% Administrative/Clerical Skills** (*Transactional, clerical & organizational expertise used to process information*)
Regular auditing and updating of procedures to expedite the processes of managing and utilizing information contributes to a high level of efficiency.
- | | | |
|-----------------------------|---------------------|--------------------------|
| Authority Relationships (7) | Closure (6) | Commitment (7) |
| Communications (5) | Listening (4) | Schedule Orientation (3) |
| Structure (4) | Task Completion (4) | |
- 72% Expressiveness** (*Strong human relationship & interpersonal abilities*)
Presents rationale for ideas/opinions and stimulates others to ask questions which are responded to in an engaging and receptive manner, through evoking openness/frankness.
- | | | |
|--------------------|------------------------|-----------------|
| Communications (5) | Instructiveness (5) | Intimacy (7) |
| Listening (4) | Presentation Style (7) | Sociability (3) |



65% Dependability/Reliability (*Predictability in conforming to expectations for completing work*)
Almost always meets scheduled appointments and adapts to schedule changes; Anticipants factors that require reallocation of time.

Authority Relationships (7)	Commitment (7)	Concentration (4)
Listening (4)	Schedule Orientation (3)	Self Responsibility (6)
Structure (4)	Task Completion (4)	

63% Stress Tolerance (*Balanced reaction to duress needed to sustain expected performance levels*)
Maintains emotional composure and refrains from alienating or causing distress, emotional or physical; Engineers cooperation among those who differ, so as to reach satisfactory results.

Decisiveness (3)	Emotional Composure (5)	Inverse Intensity (4)
Learning (6)	Response to Change (3)	Vitality (7)

59% Strategic Thinking (*Develops broad, long-ranged objectives & plans that meet contingencies*)
Application of practical and economically feasible ideas often contribute to prevention of similar problem reoccurrences.

Concentration (4)	Creativeness (3)	Inverse Detail Orientation (3)
Goal Orientation (4)	Listening (4)	Planning (7)
Structure (4)		

48% Leadership Effectiveness (*Ability to integrate resources to meet objectives & ensure competitive advantage*)
Understands managerial responsibilities and attempts to balance work loads and relies quite heavily on achieving consensus. Some flexibility in managerial style.

Aggressiveness (7)	Competitiveness (5)	Decisiveness (3)
Goal Orientation (4)	Influence (6)	Initiative (3)
Time Competency (3)		

46% Work Effectiveness (*Efficiently executes tasks to achieve desired results*)
Observes sound self-management principles under most circumstances through regular assessment of conditions that inhibit effectiveness.

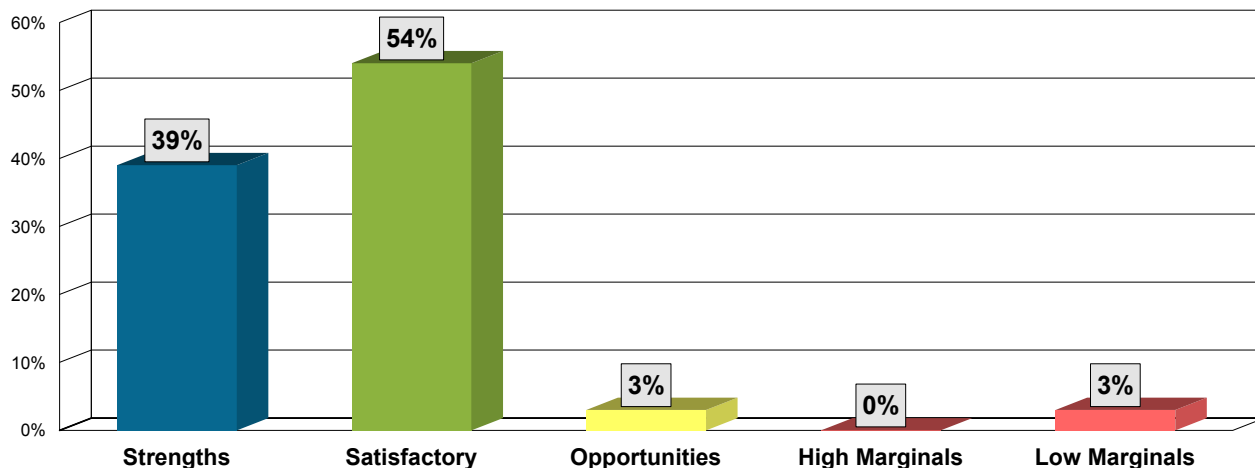
Closure (6)	Concentration (4)	Listening (4)
Schedule Orientation (3)	Structure (4)	Task Completion (4)

19% Adaptability (*Willingness to deal with unexpected challenges or circumstances*)
Sometimes resists change, preferring to maintain the status quo, due to anticipating potential negative consequences from being identified as a change-agent.

Decisiveness (3)	Emotional Composure (5)	Learning (6)
Mobility (0)	Response to Change (3)	Self Responsibility (6)

Behavior Summary

Behavior Scores



Strengths

- Aggressiveness (7)
- Authority Relationships (7)
- Closure (6)
- Commitment (7)
- Conflict Management (7)
- Influence (6)
- Intimacy (7)
- Learning (6)
- Negotiating (7)
- Planning (7)
- Presentation Style (7)
- Self Responsibility (6)
- Vitality (7)

Satisfactory

- Communications (5)
- Competitiveness (5)
- Concentration (4)
- Creativeness (3)
- Decisiveness (3)
- Detail Orientation (3)
- Emotional Composure (5)
- Goal Orientation (4)
- Initiative (3)
- Instructiveness (5)
- Intensity (4)
- Listening (4)
- Response to Change (3)
- Schedule Orientation (3)
- Sociability (3)
- Structure (4)
- Task Completion (4)
- Time Competency (3)

Opportunities/Marginals

- Ego (2)
- Mobility (0)

= is a match with Success Profile

Devine Inventory™ Profile

TOP 11 BEHAVIORS (6 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
GOAL ORIENTATION (4) Always seeks to balance material goals with high quality people relationships.	self-satisfied/complacent					—	—	—	—	never satisfied
<input checked="" type="checkbox"/> PLANNING (7) Places emphasis on preventing problems and establishing courses of action that get results.	reactionary				—	—	—	—	●	dwells on future
<input checked="" type="checkbox"/> AGGRESSIVENESS (7) Accepts others as equals, advances opinions and ideas to create mutually comfortable relationships and respect.	dominated					—	—	—	—	dominant
<input checked="" type="checkbox"/> SELF RESPONSIBILITY (6) Takes personal accountability for mistakes by being willing to do what others may not be willing to do.	dodges blame					—	—	—	—	burdened
<input checked="" type="checkbox"/> COMPETITIVENESS (5) Occasionally volunteers to engage in competition; thereby, helping to draw in others who may lack confidence.	group dependent					—	—	—	—	relentless push to win
INITIATIVE (3) Checks with authority to gain approval for taking action and keeps supervisor informed of progress.	direction required			●		—	—	—	—	oversteps boundaries
TIME COMPETENCY (3) Beginning to show some capability in giving sufficient time to high priority matters.	wasteful			●		—	—	—	—	rigidly manages time
RESPONSE TO CHANGE (3) Will carefully evaluate new changes and indicate readiness to address tasks not previously done.	justifies status quo			●		—	—	—	—	enamored with change
EGO (2) Gives undue credit to others rather than being self accrediting.	self-deprecating		●			—	—	—	—	engineers recognition
<input checked="" type="checkbox"/> CONFLICT MANAGEMENT (7) Conflict is accepted as part of life, and extra effort is made to cooperate and to get things done.	retreats					—	—	—	—	orchestrates advantage
<input checked="" type="checkbox"/> EMOTIONAL COMPOSURE (5) Comfortable in relating to others emotionally in order to proceed without confrontation or possible alienation of relationship.	volatile				—	—	—	—	—	controlled/ un-demonstrative

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile

Devine Inventory™ Profile

MIDDLE 11 BEHAVIORS (8 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<input checked="" type="checkbox"/> INFLUENCE (6) Advances ideas sincerely, yet in a manner that causes others to feel that they can differ.	passive					—	—	—	—	forces ideas
							●			
<input checked="" type="checkbox"/> CLOSURE (6) Infuses personal opinions and attitudes about goals/objectives set forth by higher authority in a positive, supportive manner.	false start/ vacillates				—	—	—			non-productive push on others
							●			
CREATIVENESS (3) Demonstrates interest in new ideas, but withholds participation unless being directed to help in the implementation.	unimaginative					—	—	—		inventive/ impractical
			●							
DECISIVENESS (3) Exercises care when examining and evaluating facts by giving serious thought to the downside or consequences of a wrong choice.	agonizes					—	—	—	—	risky/ impulsive
			●							
<input checked="" type="checkbox"/> NEGOTIATING (7) Maintains a strong bargaining position, but adapts if new evidence is introduced which will provide a defensible and believable rationale.	avoids/ retreats					—	—	—	—	win at any cost
								●		
SCHEDULE ORIENTATION (3) Desires to have flexibility in developing and executing work schedules.	won't commit				—	—	—			over commits
			●							
<input checked="" type="checkbox"/> VITALITY (7) Seeks professional counsel/advice on health and wellness habits and cheerfully discusses benefits with others to promote interest.	fatigued					—	—	—	—	compulsive energy
								●		
<input checked="" type="checkbox"/> LEARNING (6) Seldom overlooks new opportunities to add knowledge or skill.	resists				—	—	—			relentless pursuit
							●			
<input checked="" type="checkbox"/> CONCENTRATION (4) Properly gathers information and prepares for meaningful examination of facts, while keeping focused on objectives to be accomplished.	unfocused/ distracted				—	—	—			tunnel vision/ over focused
				●						
<input checked="" type="checkbox"/> COMMUNICATIONS (5) Cooperatively responds to questions to develop needed information.	restrictive				—	—	—	—		talks randomly
						●				
<input checked="" type="checkbox"/> PRESENTATION STYLE (7) Depends on personal qualities such as frankness, honesty and directness to stimulate interest of listeners.	stiff				—	—	—	—		overly dramatic
								●		

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile

Devine Inventory™ Profile

BOTTOM 11 BEHAVIORS (8 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<input checked="" type="checkbox"/> COMMITMENT (7) Volunteers to represent the company on special occasions that will promote the company, its products, services and practices.	entrepreneurial					—	—	—		loyalty to org. at all cost
							●			
<input checked="" type="checkbox"/> STRUCTURE (4) Responds positively and quickly to administrative changes and works cooperatively with those who are offering suggestions for improvement.	disorganized				—	—	—			rigidly organized
				●						
TASK COMPLETION (4) Obtains assistance from others in matters requiring special effort to complete a job.	depends on others					—	—	—		sets unrealistic standards
				●						
<input checked="" type="checkbox"/> LISTENING (4) Gives impression of listening carefully; at the same time often allows attention to be diverted to filter out elements of the message.	selectively tunes out				—	—	—			suspicious/ over attentive
				●						
MOBILITY (0) Little, if any, interest in travel preferring to remain at one work location.	stationary				—	—	—	—		wasted motion/ on-the-go
	●									
<input checked="" type="checkbox"/> AUTHORITY RELATIONSHIPS (7) Exhibits loyalty by ably defending company policies and practices to promote goodwill and support.	challenges/ resistant				—	—	—			blind loyalty
								●		
<input checked="" type="checkbox"/> INTIMACY (7) There may be periods when thoughtfulness and sensitivity to needs of others may not be appreciated; perseverance will prevail.	impersonal		—	—	—					overly sensitive
								●		
<input checked="" type="checkbox"/> SOCIABILITY (3) Some close friendships can develop at work because of common interests.	choosy/ selective			—	—	—				contrived friendliness
			●							
<input checked="" type="checkbox"/> DETAIL ORIENTATION (3) Attempts to balance the need to apply technical know-how with the need to keep abreast of new developments in area of specialization.	disdains details		—	—	—					trivial pursuit of details
			●							
<input checked="" type="checkbox"/> INSTRUCTIVENESS (5) Initiates transmittal of information helpful to others.	withholds/ self-protective				—	—	—			over shares/ preaches
						●				
INTENSITY (4) Periodically evaluates factors which inhibit plans to relax, and makes conscious efforts to modify or eliminate those conditions.	laid back							—	—	over stressed
				●						

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile

Targeted Behavioral Interview Questions

The following are behavioral interview questions designed to further probe the applicant's needs development (1, 2) or marginal (0, 9) areas.

Ego (2)

How do you get your contributions recognized?

When were you recognized for some achievement that caused you some discomfort or embarrassment? How did you handle this?

Mobility (0)

Tell me about your typical day, week and month. How much traveling, including local, do you do? What deadlines do you regularly deal with?

Have you found yourself in a position where you had to travel or stay on the go more than you would have liked? What did you do?
