



CoreSelect™ Report

Name: John Doe
Organization: Dynamic Sales, Inc.
Job: Sales
Date: 1/3/2005



10200 Alliance Road, Suite 310
Cincinnati, Ohio 45242
Tel 513.792.7500 Fax 513.793.8535
support@devinegroup.com
www.devinegroup.com

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Understanding John Doe'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
- **John Doe: 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 John Doe's match to the Devine Inventory Success Profile™ which has been created specifically for the Sales 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.

John Doe: At a Glance

BehaviorMatch™

Total Matches
16

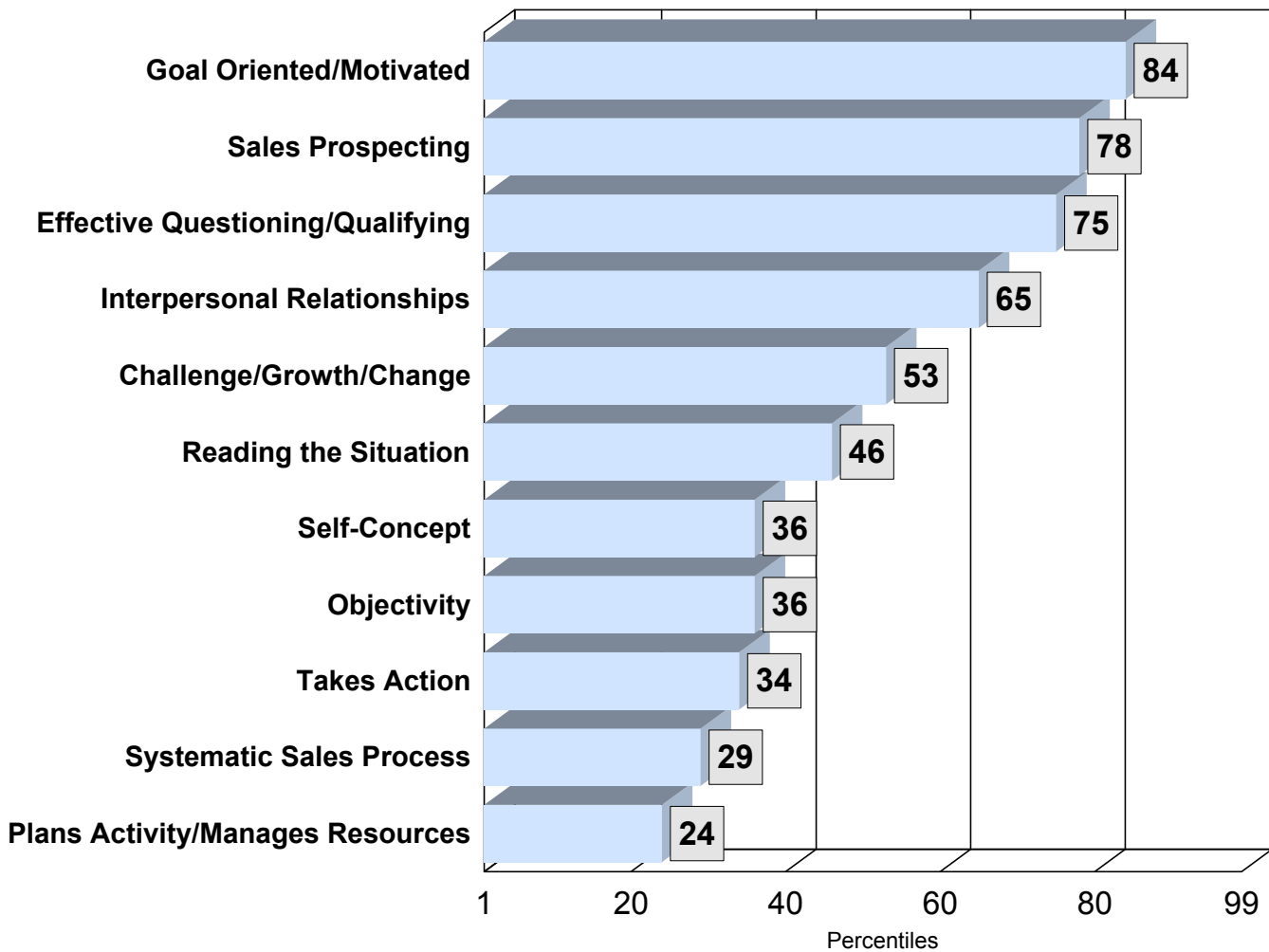
Top 11 Behaviors
3

Middle 11 Behaviors
9

Bottom 11 Behaviors
4

Average number of matches for this Success Profile is 17.

Competencies



Competency Breakouts

84% **Goal Oriented/Motivated** *(Displays ambition, keeps written goals, has drive to achieve)*

Competitiveness (4)	Decisiveness (5)	Goal Orientation (5)
Initiative (5)	Intensity (7)	Learning (6)
Vitality (6)		

78% **Sales Prospecting** *(Consistently and proactively reaching out for new business)*

Communications (7)	Goal Orientation (5)	Initiative (5)
Intensity (7)	(Inv) Intimacy (4)	Mobility (4)
Sociability (3)	Time Competency (4)	Vitality (6)

75% **Effective Questioning/Qualifying** *(Guide prospects effectively to the discover their own compelling reasons to buy)*

Aggressiveness (8)	Conflict Management (7)	Decisiveness (5)
(Mid) Ego (2)	Emotional Composure (2)	(Inv) Intimacy (4)
Listening (3)	Negotiating (7)	

65% **Interpersonal Relationships** *(Ability to bond with others to create mutual trust and effective relationships)*

Communications (7)	(Mid) Ego (2)	Instructiveness (7)
Intimacy (4)	Listening (3)	Presentation Style (6)
Sociability (3)		

53% **Challenge/Growth/Change** *(The willingness to take the risk to change current comfort zone)*

Competitiveness (4)	Decisiveness (5)	Ego (2)
Goal Orientation (5)	Initiative (5)	Learning (6)
Response to Change (5)		

46% **Reading the Situation** *(Internalizing sales process but interpreting individual situations correctly)*

Creativeness (4)	Decisiveness (5)	Detail Orientation (5)
Emotional Composure (2)	Initiative (5)	Learning (6)
Listening (3)		

36% **Objectivity** *(The ability to participate while not taking things personally)*

Conflict Management (7)	(Mid) Ego (2)	Emotional Composure (2)
Intimacy (4)	Listening (3)	



36% Self-Concept *(Has healthy respect for self & others, displays optimism)*

(Mid) Aggressiveness (8)
Emotional Composure (2)
Response to Change (5)

Decisiveness (5)
Influence (5)

(Mid) Ego (2)
(Mid) Intimacy (4)

34% Takes Action *(Displays resolve to follow through to honor commitments to self and others)*

Closure (4)
Mobility (4)
Self Responsibility (8)

Concentration (3)
Response to Change (5)
Task Completion (3)

Initiative (5)
Schedule Orientation (2)

29% Systematic Sales Process *(Following consistent sales process, effectively incorporates learning into practice)*

Closure (4)
Learning (6)
Schedule Orientation (2)

Concentration (3)
Listening (3)
Structure (2)

Intensity (7)
Planning (4)

24% Plans Activity/Manages Resources *(Systematically plans to make the most effective use of resources)*

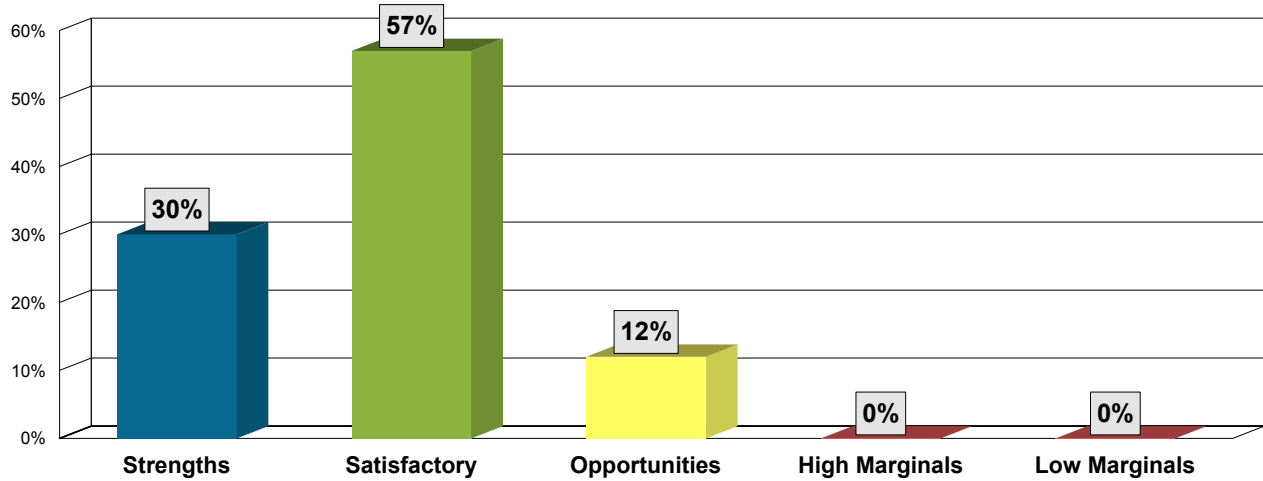
Closure (4)
Planning (4)
Time Competency (4)

Concentration (3)
Schedule Orientation (2)

Instructiveness (7)
Structure (2)

Behavior Summary

Behavior Scores



Strengths

- Aggressiveness (8)
- Communications (7)
- Conflict Management (7)
- Instructiveness (7)
- Intensity (7)
- Learning (6)
- Negotiating (7)
- Presentation Style (6)
- Self Responsibility (8)
- Vitality (6)

Satisfactory

- Authority Relationships (3)
- Closure (4)
- Commitment (3)
- Competitiveness (4)
- Concentration (3)
- Creativeness (4)
- Decisiveness (5)
- Detail Orientation (5)
- Goal Orientation (5)
- Influence (5)
- Initiative (5)
- Intimacy (4)
- Listening (3)
- Mobility (4)
- Planning (4)
- Response to Change (5)
- Sociability (3)
- Task Completion (3)
- Time Competency (4)

Opportunities/Marginals

- Ego (2)
- Emotional Composure (2)
- Schedule Orientation (2)
- Structure (2)

= is a match with Success Profile

Devine Inventory™ Profile

TOP 11 BEHAVIORS (3 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
GOAL ORIENTATION (5) Sets challenges that require a steady application of skill without sacrificing work quality.						●	▬	▬	▬	never satisfied
DECISIVENESS (5) Sensibly evaluates options in an effort to be seen as fair and unbiased.	agonizes					●	▬	▬	▬	risky/ impulsive
EGO (2) Gives undue credit to others to avoid being self-accrediting.	self-deprecating		●				▬	▬		engineers recognition
INITIATIVE (5) Will gladly accept new tasks after thoroughly evaluating them.	direction required					●	▬	▬	▬	oversteps boundaries
LISTENING (3) Thinks of his/her message rather than preparing a response to others' comments; considered a "bottom-line" listener.	selectively tunes out			●			▬	▬		suspicious/ over attentive
CLOSURE (4) Is reasonably patient while progressively accomplishing objectives.	false start/ vacillates				●		▬	▬		non-productive push on others
EMOTIONAL COMPOSURE (2) Demonstrates emotional feelings and concerns, but does not lose control.	volatile		●				▬	▬		controlled/ undemonstrative
<input checked="" type="checkbox"/> AGGRESSIVENESS (8) Conveys self-confidence and conviction when expressing opinions; values useful opinions offered by others.	dominated						▬	▬		dominant
<input checked="" type="checkbox"/> INTIMACY (4) Is controlled and deliberate when expressing emotions; always explains his or her reasoning.	impersonal			▬	▬	▬				overly sensitive
<input checked="" type="checkbox"/> INTENSITY (7) Desires to manage his or her stress, but cannot overcome prior habits to do so.	laid back						▬	▬	▬	over stressed
COMPETITIVENESS (4) Does not offer his or her opinion during brainstorming sessions unless asked. Gives others the benefit of the doubt.	group dependent				●		▬	▬	▬	relentless push to win

= is a match with Success Profile

● = participant's behavior score

▬ = desired range based on Success Profile

Devine Inventory™ Profile

MIDDLE 11 BEHAVIORS (9 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"/> NEGOTIATING (7) Maintains a strong bargaining position, but is able to adapt if new evidence is introduced.	avoids/ retreats					—	—	—		win at any cost
						●				
<input checked="" type="checkbox"/> INFLUENCE (5) Conveys ideas factually and openly; trusts that others will respond openly.	passive					—	—	—		forces ideas
						●				
<input checked="" type="checkbox"/> VITALITY (6) Steadily maintains good health and wellness habits/practices.	fatigued					—	—	—		compulsive energy
							●			
CONCENTRATION (3) Loses interest quickly unless facts can be immediately presented and acted upon.	unfocused/ distracted			—	—	—	—	—		tunnel vision/ over focused
			●							
<input checked="" type="checkbox"/> CONFLICT MANAGEMENT (7) Views conflict as part of life; makes an effort to cooperate and get things done.	retreats					—	—	—		orchestrates advantage
								●		
PLANNING (4) Spends time finding better, faster ways to achieve results.	reactionary					—	—	—		dwells on future
					●					
<input checked="" type="checkbox"/> COMMUNICATIONS (7) Engages others comfortably; develops an appropriate and evolving discussion.	restrictive					—	—	—		talks randomly
								●		
<input checked="" type="checkbox"/> SELF RESPONSIBILITY (8) Almost always agrees to help and actively looks for ways to demonstrate his/her commitment.	dodges blame					—	—	—		burdened
									●	
<input checked="" type="checkbox"/> RESPONSE TO CHANGE (5) Is interested in new and varied tasks, and is willing to learn any necessary skills.	justifies status quo					—	—	—		enamored with change
						●				
<input checked="" type="checkbox"/> LEARNING (6) Seeks out opportunities to gain knowledge or skills.	resists					—	—	—		relentless pursuit
							●			
<input checked="" type="checkbox"/> INSTRUCTIVENESS (7) Openly shares knowledge with others; encourages questions and comments.	withholds/ self-protective					—	—	—		over shares/ preaches
								●		

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile

Devine Inventory™ Profile

BOTTOM 11 BEHAVIORS (4 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
SCHEDULE ORIENTATION (2) Efforts to manage schedules sometimes fall short of anticipated deadlines.	won't commit				—	—	—			over commits
			●							
MOBILITY (4) Is willing to travel as long as there is not significant imbalance with time spent at home.	stationary					—	—	—		wasted motion/ on-the-go
					●					
<input checked="" type="checkbox"/> PRESENTATION STYLE (6) Enjoys sparking the interest of listeners through use of dramatic techniques.	stiff					—	—	—		overly dramatic
							●			
SOCIABILITY (3) Will develop some close work friendships because of common interests.	choosy/ selective					—	—	—		contrived friendliness
			●							
STRUCTURE (2) Has a general idea of where things are located; needs assistance to become more organized.	disorganized				—	—	—			rigidly organized
		●								
TIME COMPETENCY (4) Willingly takes on new tasks, but often incorrectly estimates how long they will take to complete.	wasteful					—	—	—		rigidly manages time
					●					
<input checked="" type="checkbox"/> CREATIVENESS (4) Supports and adapts to new ideas; contributes to the creative process.	unimaginative				—	—	—			inventive/ impractical
					●					
<input checked="" type="checkbox"/> DETAIL ORIENTATION (5) Examines situations with appropriate care and attention to detail.	disdains details				—	—	—			trivial pursuit of details
						●				
TASK COMPLETION (3) Understands the importance of follow through. Inclined to ask others to assist in follow-up activities.	depends on others				—	—	—			sets unrealistic standards
			●							
<input checked="" type="checkbox"/> AUTHORITY RELATIONSHIPS (3) Expects those in authority to voluntarily offer explanations of the rationale behind any given decision.	challenges/ resistant			—	—	—				blind loyalty
			●							
COMMITMENT (3) Functions best when underlying reasons for policies, procedures or practices are explained.	entrepreneurial					—	—	—		loyalty to org. at all cost
			●							

= 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?

Emotional Composure (2)

Tell me about a time when you had to deal with a difficult and emotional situation.

Give me an example of a time when you had to cope with a high stress situation that caused you to be emotional at work. Describe what you did or said. What was the outcome?

Schedule Orientation (2)

How do you organize your time? What deadlines do you deal with? Are they realistic? Do you meet them?

What tools do you use to stay on track with scheduling? What are your greatest scheduling challenges? How do you overcome them?

Structure (2)

How do you organize your files and other materials? How do you organize your day, weeks, year?

What systems and processes do you currently use to stay focused, organized, efficient and productive in your daily work?
