



**Confidential
Coaching Report**

for

Celeste L Vinson

Medical Practice Manager (Demonstration)

Wednesday, April 15, 2009

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Pattern Date: 4/15/2009 6:00:23 PM

Introduction

The Coaching Report for Celeste L Vinson provides information that can be helpful in managing, motivating, and coaching Celeste for increased productivity.

This report reflects the responses provided by Celeste L Vinson when she completed the **Profile XT** assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the “Job Match” pattern for the position. The enlarged segment of the scale shows where Celeste scored. If the enlarged segment is dark, Celeste is in the “Job Match” pattern; if it is light, she is not. Information about Celeste is reported in these five categories:

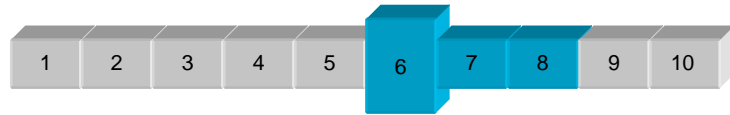
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding Celeste and the significance of her scores.
- **Coaching Comments** – Ideas for your consideration when coaching Celeste.

Please consult the User’s Guide for additional information on using these results in working with Celeste.

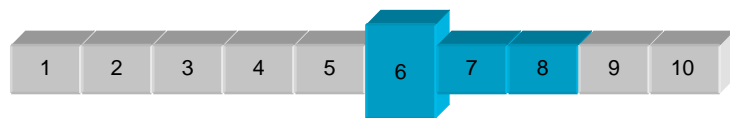
Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of Medical Practice Manager (Demonstration). The larger box indicates this individual's

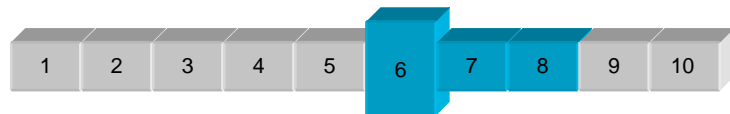
Learning Index – An index of expected learning, reasoning and problem solving potential.



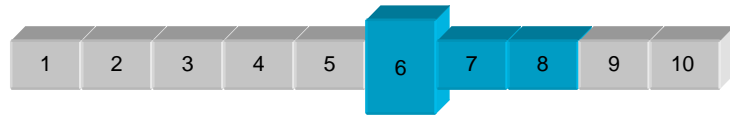
Verbal Skill – A measure of verbal skill through vocabulary.



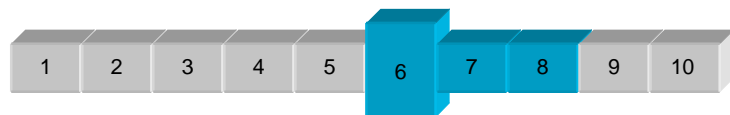
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.

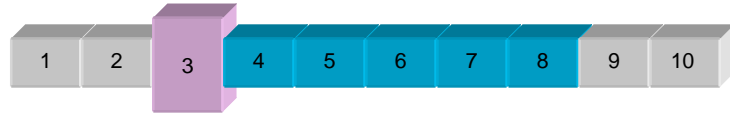


Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

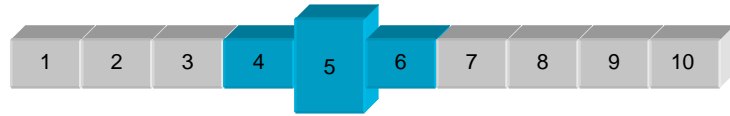


Profile for Behavioral Traits

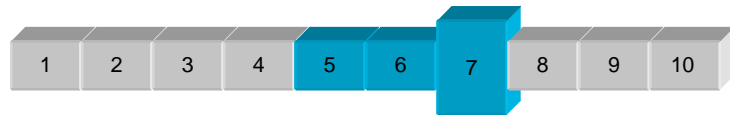
Energy Level – Tendency to display endurance and capacity for a fast pace.



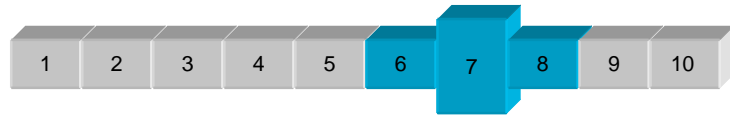
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



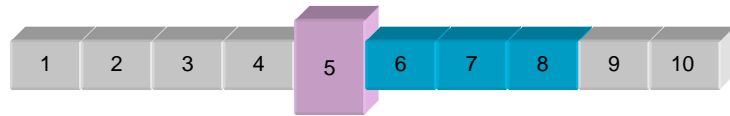
Sociability – Tendency to be outgoing, people-oriented and participate with others.



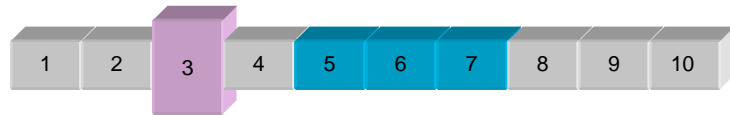
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



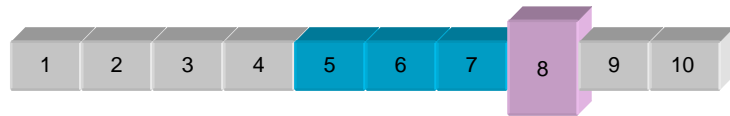
Attitude – Tendency to have a positive attitude regarding people and outcomes.



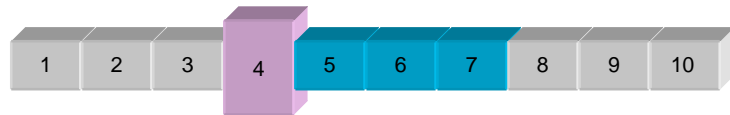
Decisiveness – Uses available information to make decisions quickly.



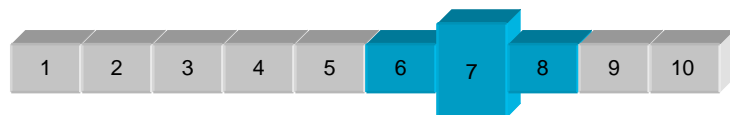
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



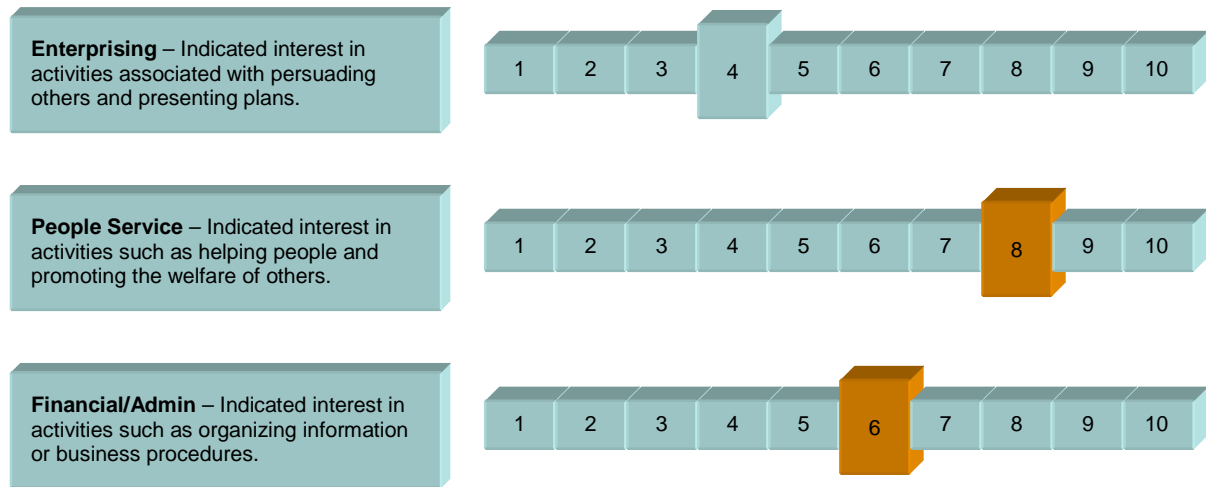
Objective Judgment – The ability to think clearly and be objective in decision-making.



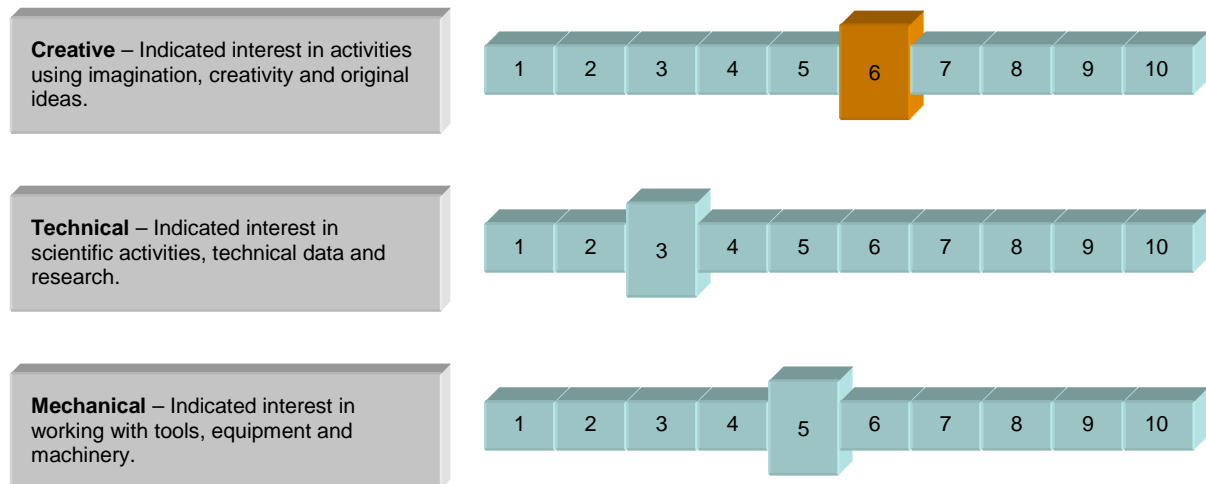
Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **Enterprising, People Service** and **Financial/Admin**. The other three interests have no impact on this position. The top three interests for Celeste in descending order are: **People Service, Financial/Admin** and **Creative**. **Ms. Vinson shares two of these interest areas: People Service and Financial/Admin**

Top three Interests for this position



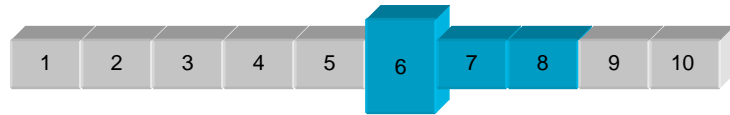
Interests not relevant to this Position



A Profile of the Total Person

Thinking Style

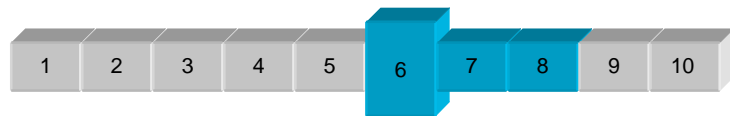
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 6-8 Score 6

- She is generally adaptive in the intellectual sense.
- Celeste's overall learning index is above average and suggests a good potential for quickly learning new information.
- Overall, Ms. Vinson may be expected to complete a typical training program with adequate success.
- Upon completing a new training program, Ms. Vinson should pick up new concepts easily.

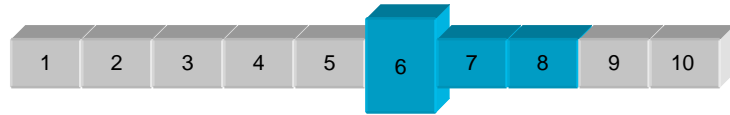
Verbal Skill – A measure of verbal skill through vocabulary.



Job Pattern 6-8 Score 6

- Ms. Vinson is comfortable analyzing basic written and verbal information.
- Ms. Vinson should be able to grasp simple communication principles that apply to the job.
- Celeste should be capable of learning to apply basic communication principles to new, more complex problems as necessary.
- She demonstrates a level of verbal skill equivalent to most people in the general population.

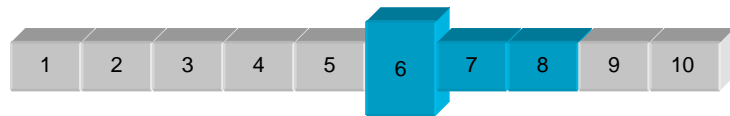
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Job Pattern 6-8 Score 6

- Ms. Vinson probably will assimilate information with success commensurate with the general population.
- Celeste would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- She demonstrates adequate and, in some areas, good verbal skill; certain areas and complexities will need training.
- Ms. Vinson is proficient in the use of words and language.

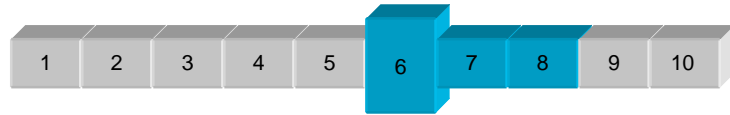
Numerical Ability – A measure of numeric calculation ability.



Job Pattern 6-8 Score 6

- She needs assistance with complex mathematics or technical calculations.
- Celeste is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.
- Ms. Vinson should be capable of learning to apply basic mathematical principles to new, more complex problems as necessary.
- Ms. Vinson should be able to grasp simple mathematical principles that apply to the job.

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

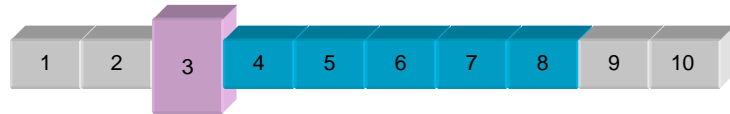


Job Pattern 6-8 Score 6

- Celeste should not require additional time or repetition to accomplish numerical learning.
- She may prefer calculators for more complex mathematical calculations.
- Ms. Vinson's ability to assimilate information that is mathematical or numerical in nature is sufficient at a general level.
- Ms. Vinson should be able to complete the mathematical parts of the training process with little difficulty.

Behavioral Traits

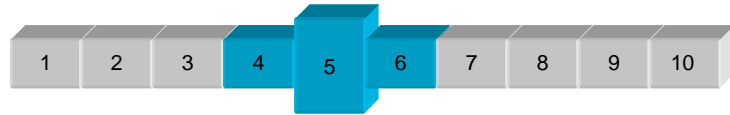
Energy Level – Tendency to display endurance and capacity for a fast pace.



Job Pattern 4-8 Score 3

- Celeste will require clearly defined priorities and deadlines as well as some external pacing.
- She prefers not to be pressured by critical deadlines. She prefers time to think things through, check things out.
- Ms. Vinson is not inclined to project a high sense of urgency. She might need help getting started on new assignments.
- Ms. Vinson may be more patient and better at working with methodical processes.

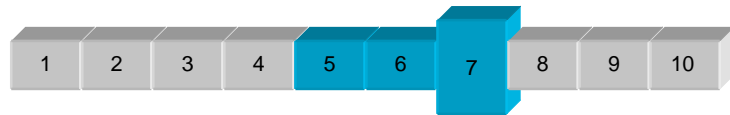
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 4-6 Score 5

- Ms. Vinson is slow to be assertive and tends to be more of a follower than a leader.
- She tends to be a good listener, to be more comfortable as a participant in a group rather than as the leader.
- Ms. Vinson has a limited need to be in charge or be in control of people and situations.
- Celeste tends to prefer solutions that are low risk and that have proven effective in the past.

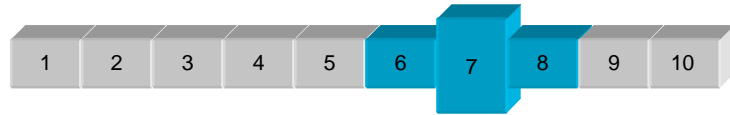
Sociability – Tendency to be outgoing, people-oriented and participate with others.



Job Pattern 5-7 Score 7

- Ms. Vinson is moderately sociable. She tends to be aware of the necessity for keeping lines of communication open.
- Ms. Vinson is generally inclined to promote the benefits of teamwork, to involve the team in the discussion of how things will be done.
- Celeste prefers democratic supervision, in which two-way dialogue is encouraged.
- She works to foster good relations across departments, maintains friendly contact and keeps up with the issues of common concern.

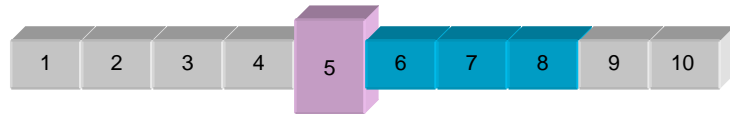
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Job Pattern 6-8 Score 7

- Ms. Vinson is typically willing to accept guidance and suggestions from others.
- She should be willing to conform to company policies without feeling any loss of personal freedom.
- Celeste demonstrates a moderately positive attitude concerning organizational constraints and restrictions.
- Ms. Vinson is friendly, accommodating and should be fairly easy to manage.

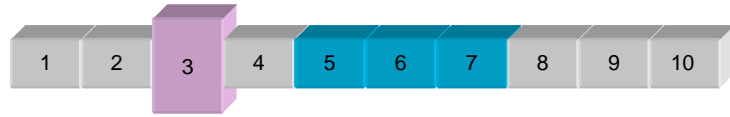
Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 6-8 Score 5

- Ms. Vinson's assessment of others may occasionally be more critical and negative than positive and optimistic.
- Her attitude is moderately compatible with confronting interpersonal problems and frustrations.
- Celeste can become impatient sometimes and/or fault-finding with others who do not conform to her expectations.
- Ms. Vinson expresses guarded optimism and trust; her attitude toward some people can be more negative than positive, when under stress.

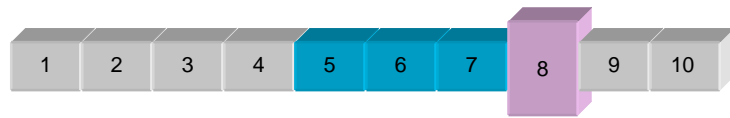
Decisiveness – Uses available information to make decisions quickly.



Job Pattern 5-7 Score 3

- Ms. Vinson is capable of making decisions that arise from day to day.
- Celeste tends to be cautious, preferring to wait for more information and advice before taking action.
- She can be a competent decision-maker when given enough time, but has difficulty taking decisive action under pressure.
- Ms. Vinson may be more inclined to delay important decisions if she feels ill-prepared or disorganized.

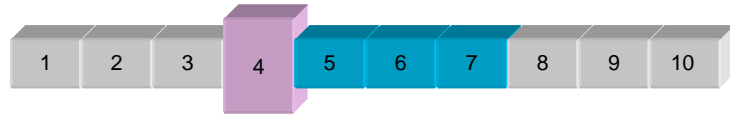
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Job Pattern 5-7 Score 8

- Celeste tends to minimize serious problems and negative information. She is quick to seek solutions which are acceptable to everyone.
- She is highly motivated by an informal, positive and relaxed work environment.
- Ms. Vinson shares a high commitment to reducing conflict and establishing cooperation. She is comfortable working as part of a team and with sharing ideas and information.
- Ms. Vinson is quick to accommodate others to avoid interpersonal conflict.

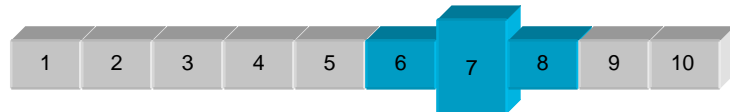
Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



Job Pattern 5-7 Score 4

- She generally prefers to follow established procedures.
- Celeste is usually satisfied with the status quo. She is comfortable working within the system.
- Ms. Vinson is comfortable with the normal restraints of organizational life.
- Ms. Vinson is willing to function in a coordinated, interrelated way, wanting to participate in group decision making.

Objective Judgment – The ability to think clearly and be objective in decision-making.



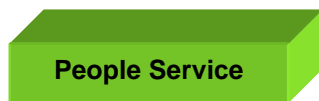
Job Pattern 6-8 Score 7

- Ms. Vinson's thinking requirements should emphasize logical deduction more than intuitive capabilities.
- Ms. Vinson's judgment and decisions should indicate generally consistent usage of her thinking capabilities.
- Celeste generally makes sensible, on the spot judgments.
- Ms. Vinson's judgment should reflect a balance of common sense and practical experience.

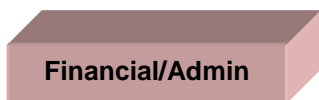
Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Ms. Vinson are shown here, along with the top three interests for the Medical Practice Manager (Demonstration) position. Note that Celeste shares TWO top interests with the requirements of this position.

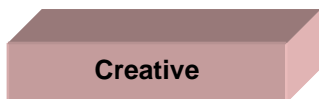
TOP THREE areas of interest for Celeste Vinson.



Indicated interest in activities such as helping people and promoting the welfare of others.



Indicated interest in activities such as organizing information or business procedures.

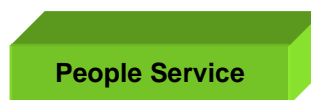


Indicated interest in activities using imagination, creativity and original ideas.

TOP THREE areas of interest for the position of Medical Practice Manager (Demonstration).



Indicated interest in activities associated with persuading others and presenting plans.



Indicated interest in activities such as helping people and promoting the welfare of others.



Indicated interest in activities such as organizing information or business procedures.

Ms. Vinson's interests indicate a preference for work that involves sharing the goals and/or serving the needs of other people. Additionally, work that requires a fair amount of creativity in handling problem solving and developing innovative organizational methods can be motivational for her. She scored highest in the People Service, Financial and Creative themes on the ProfileXT.

With People Service as her primary area of interest, Ms. Vinson is likely to seek out activities that involve working with and serving others, whether team members, the company or customers. As her main area of interest, these kinds of activities will do best to motivate her. Secondly, she is interested in Financial/Administrative activities that generally involve organizing information. Such responsibilities may help to motivate her in what she does at work. Finally, her interest in Creative activities rounds out her profile of interests. It promotes a concentration in creative expression, trying novel approaches and appreciating the process of innovation. Although this interest area is not as crucial to overall job satisfaction as her stronger interests, it does play a role.

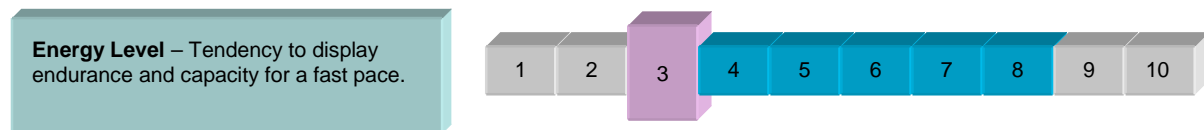
Notice:

As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than a third of the final decision.

Coaching Comments

Celeste Vinson scored outside the position match pattern in the following areas. When working with Celeste Vinson, you might consider the following:

BEHAVIORAL TRAITS

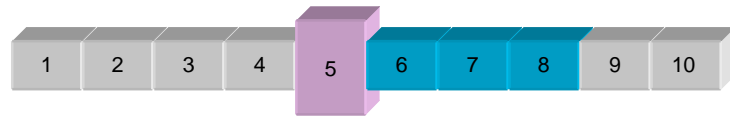


Job Pattern 4-8 Score 3

On the Energy Level scale Ms. Vinson is below the designated Profile for this Job Match Pattern. This suggests that her capacity to endure hard work is less than the position typically requires and that she could have a problem with the high demands of this job. Discussions with her should explore the possibility that for Ms. Vinson, the energy required for this position may be above what she is willing to exert.

- Celeste is likely to lose focus on long-term projects due to a low drive. Provide ways for her to reenergize during periods of hard work. By organizing her time, she can allow short breaks to gather her motivational reserves and reflect on short-term accomplishments while maintaining a steady pace to meet daily goals.
- Ms. Vinson responds less efficiently to the stress of strict deadlines when compared to others who are more successful in this position. Maintain open communication during high stress periods and provide coaching in proven methods for handling stress.
- She places greater priority on personal time than most who are successful in this position. Reward her efforts to do whatever it takes to get the job done by providing opportunities for self-motivation during non-peak periods of work.
- Ms. Vinson requires the assistance of her supervisors to focus on long-term projects. Provide thorough supervision and set daily goals for fast paced results. Provide encouragement along the way.

Attitude – Tendency to have a positive attitude regarding people and outcomes.

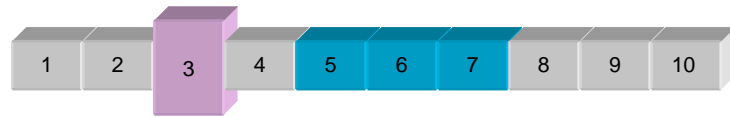


Job Pattern 6-8 Score 5

While Ms. Vinson achieved an Attitude score comparable to most people, it is below the designated job profile for this position. This suggests that her positive outlook is below that of successful individuals in this position and that she could have a problem with maintaining an optimistic perspective when under stress. Discussions with her should explore the possibility that for Ms. Vinson, experiences like frustration and anxiety are a potential in this position.

- Ms. Vinson has the capacity to become pessimistic under stress, despite an otherwise positive attitude. She may engage in squabbles with her team; distance yourself, at first, observing this behavior and wait until the conflict blows over. If it escalates, remain impartial and arbitrate with authority, reminding Celeste and others involved of how individual needs need to be met from a team perspective.
- When deadlines are drawing near, Celeste may begin to express frustration in her team. Allow the team time to regroup and gather their resources, but concentrate on her need for attention: is this a real problem or is this her way of venting frustration.
- Under stress, Ms. Vinson may express doubts about the outcome of a project. Counter this by redirecting her to focus on what responsibilities she may have in order to achieve her goals in the project.
- If Celeste demonstrates a negative attitude during stressful experiences, offer her a moment of your time. Reinforce her value to the team and redirect her attention to the immediate goal.

Decisiveness – Uses available information to make decisions quickly.

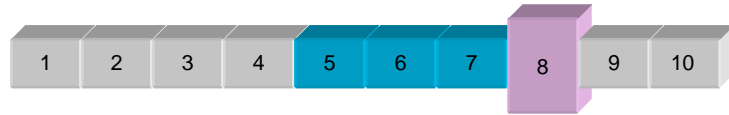


Job Pattern 5-7 Score 3

On the Decisiveness scale Ms. Vinson is below the designated Job Match Pattern. This suggests that she may respond more deliberately when making decisions than the position typically requires and that she could lack a sense of urgency. Discussions with her might explore the possibility that Ms. Vinson may be frustrated with the need for fast-paced decision-making.

- Build Celeste's enthusiasm to take action by example of your own capacity to act with a sense of urgency.
- Ms. Vinson tends to make decisions patiently, so emphasize the importance of deadlines and making decisions without extended analysis.
- Provide training in risk management as well as how to handle stress. This should improve the time necessary for Ms. Vinson to make snap decisions.
- Encourage her that we have to take risks when decisions are required in a timely manner. Build this risk acceptance by providing low risk situations, then building the potential for risk as she adapts.

Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.

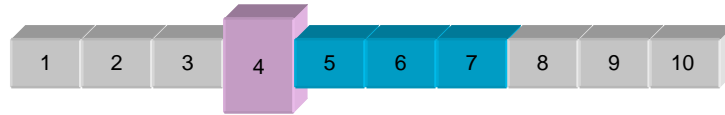


Job Pattern 5-7 Score 8

On the Accommodating scale Ms. Vinson is above the designated profile for this position. This suggests that her willingness to productively challenge the opinions of others is less than the position typically requires and that this could cause a problem. Discussions with her should explore the possibility the position may require a more direct style than is usual for her.

- She may not respond well to the aggressive style of this position. Training that educates her to stand up for her ideas may enhance her motivation to achieve individual success.
- Ms. Vinson's cooperative style may result in poor output on her part. Instill a competitive climate that rewards individual success, while remaining sensitive to her needs for a sense of belonging in the department.
- To confront Celeste's apparent hesitance for challenging the ideas of coworkers, reward her efforts to act aggressively. Publicly recognize her improvements when she stands up for her unique ideas or solutions.
- Celeste wishes to please others and may be frustrated by the more opportunistic culture of this position. Demonstrate the advantages of individual thinking, to help modify her understanding of the value of self-assertion so that she may understand that individual thinking and the willingness to challenge the ideas of others can be an important part of reaching team goals.

Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



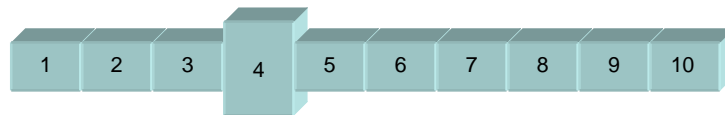
Job Pattern 5-7 Score 4

On the Independence scale Ms. Vinson is below the designated Profile for this Job Match Pattern. This suggests that her tendency is to seek guidance from supervisors is greater than that of successful individuals in this position. She could have a problem with the capability to work independently and resourcefully. Discussions with her should explore the possibility that for Ms. Vinson, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

- Ms. Vinson prefers supervisors to create structure in her duties. Respond to her dependence, but gradually let go, allowing her to become accustomed to independent work. Always maintain your availability, but encourage personal decision making by asking, "What do you think, Celeste?"
- Celeste may appear reliant on your supervision. Encourage independence by providing small doses of supervision, being observant of her limits. Gradually, allow her to make mistakes and provide instant constructive feedback.
- Her reliance on a structured work environment may cause Celeste frustration. Discuss her concerns when she appears frustrated and provide moderate supervision. Encourage a self-reliant approach and the flexibility of self paced work.
- To encourage her development, you will need to provide opportunities for independent decision making, making yourself available for consultation. Reward independent thinking and allow her room to grow more self-confident. Be patient.

OCCUPATIONAL INTERESTS

Enterprising – Indicated interest in activities associated with persuading others and presenting plans.



Activities that involve entrepreneurial pursuits are preferred most by those who match the Interest Pattern for this position. However, the activities associated with the Enterprising theme are not among Ms. Vinson's primary three interest themes and may not motivate her as much.