



CHARACTER & BEHAVIOR ASSESSMENT

Report Prepared For: Globalinx Communications Inc.

Applicant Name: Debbie Sample

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Provided by:



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Precision Human Development Ltd. (PHD)



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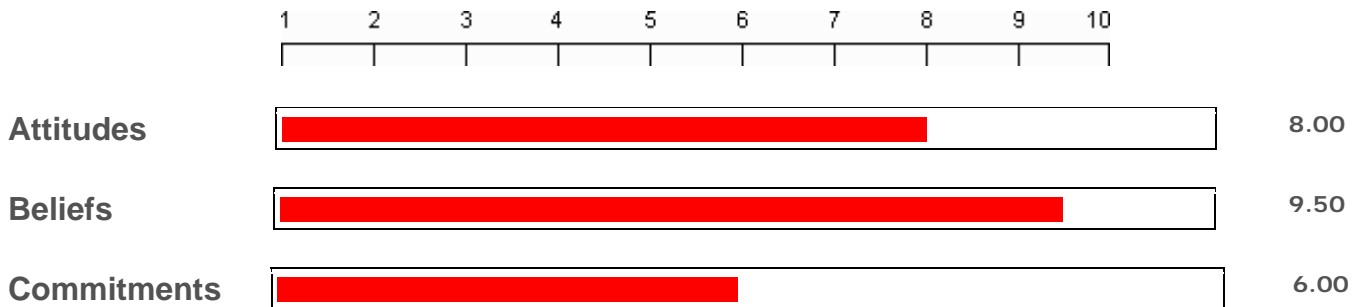


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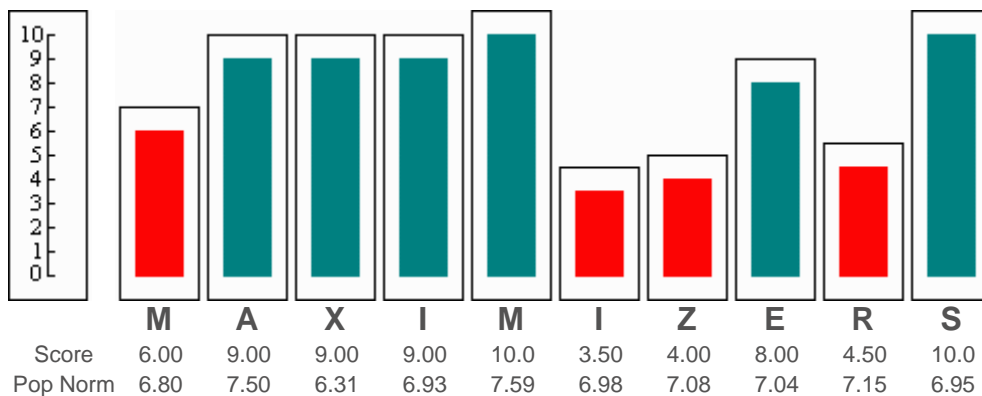
Attitudes – Beliefs – Commitments Summary

Descriptive statements supporting the scores for each of the MAXIMIZERS character competencies appear on pages 9-13. The bar graph below simply summarizes those scores into three groups of competencies in order to provide an overall perspective regarding strengths and development needs.



Character Competency Scores

The following graph represents this individual's numerical scores for the 10 character competencies. Scores that are at or above the Population Norms are identified by green bars and can be considered character strengths. Scores below the Population Norms are identified by red bars and can be considered development needs.

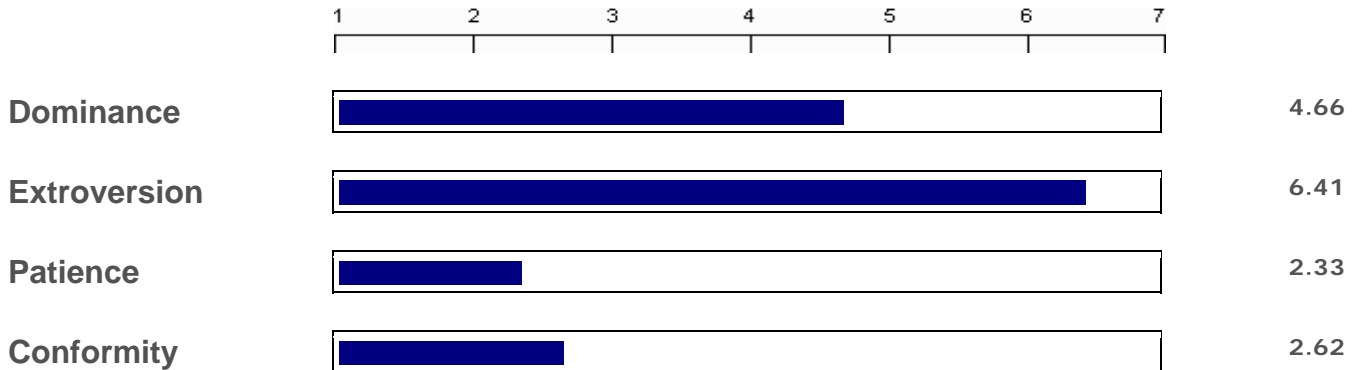




Applicant Name: Debbie Sample

The behavior trait below with the highest score explains up to 50% of Debbie's behavior.

Behavior Trait Summary for Debbie Sample



Behavior Trait Definitions

Following are the definitions for each of the four foundational traits of behavior measured in the Merit Profile. These definitions present contrasting descriptions where the trait score is either *high* or *low*.

Behavioral Trait	Meaning of Scores
D ominance The control trait.	High: Likes to lead, to be in charge, tends to be all business, sees the big picture, looks to the future, delegates the details. Low: Accepts a supportive role, gives attention to what needs to be done today, tends to be hands-on.
E xtroversion The people communication trait.	High: Likes to talk, persuasive, good communicator, is outgoing, relates well to people, exciting, likes to be where the action is. Low: Reserved, thoughtful, deliberate, tends not to draw attention to self.
P atience The pace or rate of motion trait.	High: Supportive, likes to work at own pace, wants to please, focuses on immediate tasks, able to wait, warm, gentle, and nice. Low: Fast-paced, hates to wait, may be impulsive.
C onformity The structure detail trait.	High: Depends on clear instructions or other authority, wants to be right, tends to be precise, is highly organized, thorough, conscientious. Low: Very independent, tends to focus on the big picture, may expect others to take care of details, more likely to be proactive than reactive.



Applicant Name: Debbie Sample

Behavior Summary

Based on the obtained responses, Debbie Sample exhibits the following behavioral styles, tendencies and actions:

- Debbie is a people person. That means that this person likes people and wants to be liked by them.
- This person tends to be fun-loving and socially outgoing. Debbie probably relates well to people and will have lots of friends. Debbie is "exciting", and likes to have a good time, especially when other people can join in.
- This person wants to be in the "in-group" wherever one exists. Debbie hates to be slighted or left out. In most of those group situations, Debbie will command a share of attention.
- Debbie loves to talk and does quite a lot of it. This person may use body language liberally, especially hand gestures to help get points across. The volume and variation in verbal expressions also may be traits that distinguish Debbie.
- These individuals can be very persuasive, so much so that they are natural "sellers." If the item is not an actual product, then they can sell their opinions and ideas or points of view, and they may do that quite effectively, if the situation calls for it.
- This person is a big picture person, even entrepreneurial. Debbie's focus is on the future, not the past or the desktop. Debbie has BIG ideas and plans and dreams.
- Such individuals are eternal optimists. They rarely allow themselves to be discouraged. Their motto is, "It's okay; it will work out."
- Debbie probably has the ability to size up situations quickly, intuitively, and make decisions even without all of the facts.
- These individuals are enthusiastic and natural at encouraging and motivating other people. However, they also have strong leadership or managerial qualities, so they may assume that others will respond to their expectations more readily than they are inclined to. Debbie can be verbally forceful, even scathing, when pushed to the wall.
- People like Debbie tend to be fast-paced and impatient. They get bored if they have to wait, especially in lines, traffic, or on other people. They probably want things to happen quickly and keep moving. They may pour a lot of energy into a new project or task, at first, then they want to move on to some other exciting opportunity that happens to have captured their attention.
- Despite a tendency to be fast paced, they also like to have things done well. They like quality. This tendency may extend to a natural good taste in clothes and in their appearance. Others may consider them to be "classy" or sophisticated. But, the tendency also may be expressed in being organized, doing quality work and in keeping things neat and orderly. Debbie likes systems and structure and tends to take care of details.
- People like Debbie probably have lots of confidence in their own ability. They are quite independent and can take the initiative and do things on their own. When, or if, they delegate tasks to others, they expect them to be done with the same standards of quality that they require of themselves.
- Although, Debbie has enough energy to get things done, there may be times when Debbie schedules more to do than is doable in the available time, resulting in last minute flurries of activity and "rushes" to meet the deadline.



Applicant Name: Debbie Sample

MAXIMIZERS™ Character Competencies Definitions...



In this report, character competencies are defined as the attitudes, beliefs and commitments that tend to result in certain behavior patterns. There are 10 of these character competencies and they are referred to here as the MAXIMIZERS.

Character Competency	Meaning of Scores
M ake Things Happen	High: Demonstrates initiative and personal discipline Low: Prefers to follow others and minimize pressure on self
A chieve Personal Significance	High: Demonstrates a healthy self-awareness Low: May struggle with awareness of strengths and weaknesses
X Out The Negatives	High: Maintains a balance of critical thinking and positive attitude Low: Tends to struggle with handling adversity well
I nternalize Right Principles	High: Shows consistent behavior aligned with personal beliefs Low: Does not appear to hold to a particular set of core values
M arch To A Mission	High: Maintains a sense of personal mission and devotes energy to it Low: Lacks any significant life goals or sense of purpose
I ntegrate All Of Life	High: Maintains a balanced personal and professional life Low: Tends to give insufficient attention to some dimensions of life
Z ero In On Caring For People	High: Has a strong orientation to building good relationships Low: Is more focused on self than others
E nergize Internally	High: Probably seen as a person motivated by an inner strength Low: May focus more on outward qualities than innate traits
R ealign Rigorously	High: Tends to embrace change readily and tackle challenges Low: Is likely to avoid risk and resist change
S tay The Course	High: Will persevere through hard times to pursue worthy goals Low: May give up easily when faced with obstacles



Applicant Name: Debbie Sample

Character Competency Group Profiles

Attitudes Profile

We use the word *attitude* to describe a person's pattern of emotions and actions that indicates their mental state and disposition. For example, an attitude of personal responsibility is generally reflected in behaviors that express initiative and ownership. The three core character competencies that make up this Attitude Profile within MERIT are shown below. On the pages that follow you will find more detailed descriptions of the behavior patterns supporting the scores below.

Make Things Happen
An attitude of proactive habit development and personal discipline.



Achieve Personal Significance
Healthy self-concept based on an awareness of strengths and development needs.



X Out the Negatives
A positive, action-oriented response to fears, difficulties and problems.



Beliefs Profile

We use the word *beliefs* to describe the aspect of our mental framework where we have formed our opinions, judgments and acceptance of what is true. These beliefs result in personal values that are demonstrated in certain behaviors. For example, if a person believes that honesty is always important, that person will likely value truthfulness in others and develop trust along those lines. The two core character competencies that make up the Beliefs Profile within MERIT are shown below.

Internalize Right Principles
Articulating a personal value system and consistently living in the light of that system.



March to a Mission
The tendency to live with a sense of vision and purpose and make choices supporting that

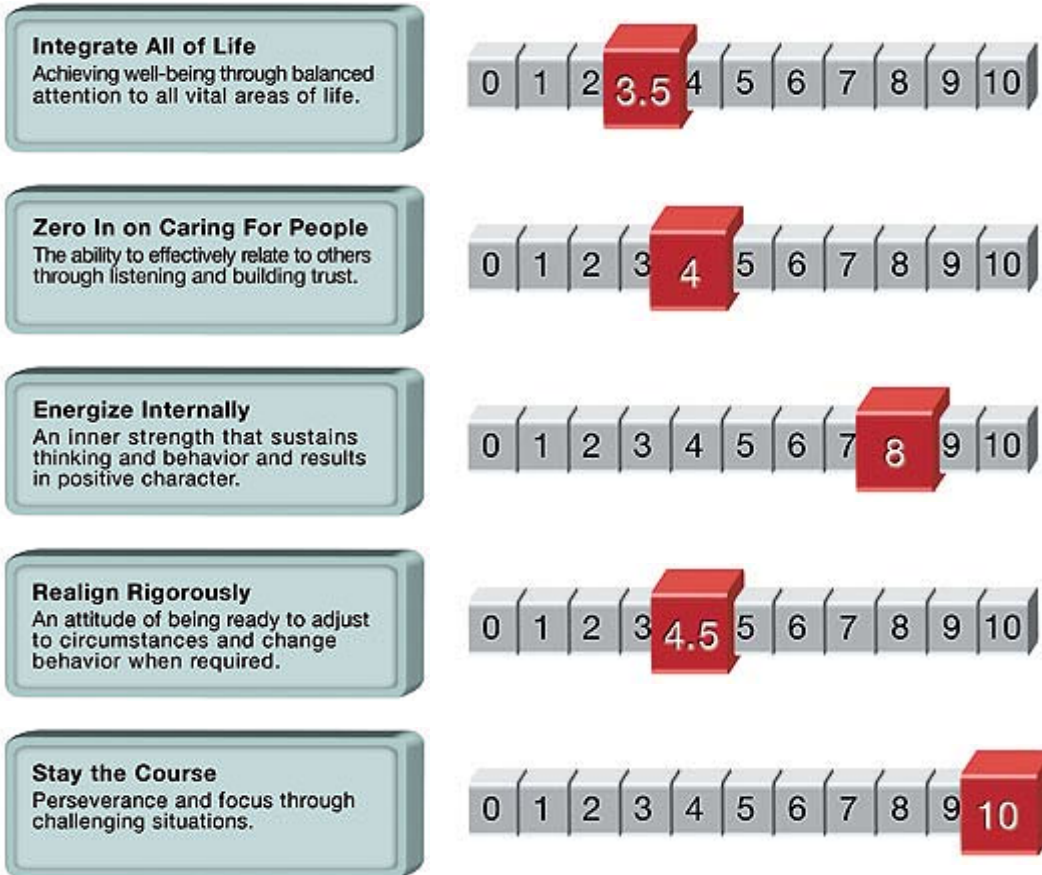




Applicant Name: Debbie Sample

Commitments Profile

We use the word *commitments* to describe the character competencies that tend to bind oneself to a certain line of conduct. A commitment is essentially a mental framework in which a person makes choices to act in a certain and consistent manner that is aligned with their attitudes and beliefs. For example, an attitude of placing value on group unity should naturally result in a commitment to building effective working relationships. There are five core character competencies that make up the Commitments Profile.





Applicant Name: Debbie Sample

Character Competencies At Or Above The Population Norm Line

The scores for the following character competencies are all at or above the norm line for this individual. This indicates that these character competencies may be personal strengths that result in healthy behavior patterns.



Population Norm : 6.95 Personal Norm : 6.75 Score : 10

- Debbie does not easily give up or quit. Debbie will usually see an important goal and persevere to the end by overcoming obstacles.
- Debbie may have the ability to lead others through challenging projects and take the lead in removing the obstacles that can confront a team.
- Debbie likely understands the personal tendencies that might work against achieving a desired result. Debbie will make an effort to overcome those things so the goal can be reached.
- Debbie probably expects many things to fail on the first attempt and this attitude helps Debbie to have a back-up plan in most cases and make adjustments to the strategy when necessary.
- Debbie will usually have a significant sense of disappointment and assume a degree of personal responsibility when something being pursued does not result in what was intended.



Population Norm : 7.59 Personal Norm : 6.75 Score : 10

- Debbie is goal-oriented and hard working when those efforts are related to a cause of personal importance.
- Debbie is usually an industrious person, perhaps even restless. Debbie may be unable to fully relax from pursuing all of the things that are considered important.
- Debbie will tend to evaluate the worthiness of activities based on whether those activities are aligned with a sense of personal mission.
- Debbie has developed a sense for what is involved in achieving personal success. Debbie is mostly self-motivated to pursue that success without external prompting.
- Debbie usually has sufficient energy to invest in things that will result in moving forward in desired directions.



Applicant Name: Debbie Sample

X Out the Negatives

A positive, action-oriented response to fears, difficulties and problems.



Population Norm : 6.31 Personal Norm : 6.75 Score : 9.00

- Debbie can handle most stressful situations when it comes to solving problems, making decisions and taking appropriate actions.
- Others would tend to view Debbie as a happy, well-adjusted person who does not easily become discouraged when circumstances are challenging.
- Debbie has a generally positive attitude toward dealing with interruptions and probably only feels overwhelmed by these situations on occasion.
- Debbie approaches most situations with an optimism and attitude of self-confidence that problems can be overcome.
- Debbie can usually instill enthusiasm or a "can-do" outlook in others whenever obstacles are encountered.

Internalize Right Principles

Articulating a personal value system and consistently living in the light of that system.



Population Norm : 6.93 Personal Norm : 6.75 Score : 9.00

- Debbie appears to have developed a personal value system that others can easily observe. Debbie is likely to behave in a manner consistent with that framework.
- The kinds of behaviors that will be evident from Debbie are guided by a sense of honesty and sincerity.
- Debbie will usually "do the right thing" regardless of the circumstances or convenience of the moment and others will tend to notice and respect this quality.
- Debbie is able to monitor personal behavior to ensure that choices made are also maintaining personal integrity.
- In many instances, Debbie is inclined to exhibit personal values to others in an effort to influence their thinking regarding the formation of their own values.



Applicant Name: **Debbie Sample**

Achieve Personal Significance
Healthy self-concept based on an awareness of strengths and development needs.



Population Norm : 7.50 Personal Norm : 6.75 Score : 9.00

- Debbie is motivated by having a positive impact. Debbie tends to have high aspirations and a sense of personal destiny.
- Debbie probably has a good grasp of personal strengths and development needs and makes choices to get involved in things based on this balanced awareness.
- While others may focus mostly on the present, Debbie often thinks more toward the future and making things better than they are presently.
- Debbie has a healthy desire to grow and this probably results in a general acceptance of risk when that risk can promote growth.
- Debbie tends to influence others by being genuine. This will likely engender noticeable respect from others for the opinions Debbie offers.

Energize Internally
An inner strength that sustains thinking and behavior and results in positive character.



Population Norm : 7.04 Personal Norm : 6.75 Score : 8.00

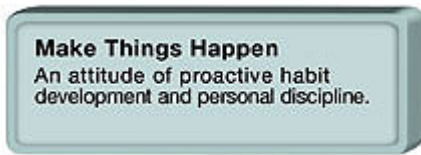
- People would typically describe Debbie as a person of strong conviction and personal integrity. Debbie has a clear, personal sense of right and wrong and will act consistently in alignment with that perspective.
- Debbie is an individual who would be less inclined to try to impress others with outward qualities compared with just being a good person and letting that show.
- Debbie values hard work and getting things done, but also expects people to do things the right way and not cut corners or dishonestly achieve a goal.
- People generally desire role models who do the right thing all the time and this is a quality that Debbie is likely to demonstrate, whether or not others are watching.
- Others would probably describe Debbie as someone who wants to see things done well and held up to a high ethical standard.



Applicant Name: Debbie Sample

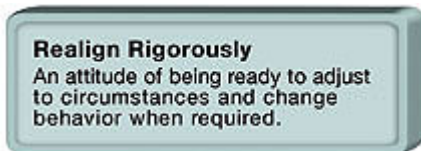
Character Competencies Below the Population Norm Line

The scores for the following character competencies are all below the norm line for this individual. This indicates that these character competencies are likely development needs that should be explored.



Population Norm : 6.80 Personal Norm : 6.75 Score : 6.00

- Debbie's leadership capacity may be limited by a somewhat low level of initiative.
- There may be a tendency for Debbie to give up at times when obstacles or challenges arise unless the benefits of persistence are fairly clear.
- Debbie may often struggle with simply getting things started unless there is some pressure exerted from an outside authority.
- Awareness of personal development needs likely needs some attention so that Debbie can continue to learn and advance on a personal and professional path.
- Obstacles can, at times, keep Debbie from sustaining the energy needed to achieve important goals and objectives.



Population Norm : 7.15 Personal Norm : 6.75 Score : 4.50

- Problems could become occasional setbacks for Debbie if there is not a fairly obvious way out. Some of this may be due to not always seeing mistakes evolving at an early stage.
- Openness to a variety of solutions when dealing with problems may be an area where Debbie needs to focus some effort. Being too rigid when problems occur only limits the options for solving the problems.
- Debbie may be missing out on some valuable learning experiences due to a tendency to avoid situations where adaptation and flexibility are required.
- Debbie may, at times, lose focus on a goal due to distractions and this may result in a tendency to take longer to get things done than is really necessary.
- Debbie may, at times, have difficulty gathering and using information quickly to make decisions and applying this Debbiee information to the process of making similar future decisions.



Applicant Name: Debbie Sample

Zero In on Caring For People
The ability to effectively relate to others through listening and building trust.



Population Norm : 7.08 Personal Norm : 6.75 Score : 4.00

- Debbie may appear to be somewhat self-centered and challenged when it comes to building close relationships.
- Learning to adapt one's behavior to the emotions of others is an important skill and Debbie would benefit by doing so in order to build good working relationships.
- Others may sense, at times, that Debbie is not paying attention to their personal needs and this may cause them to withdraw when Debbie appears to "tune out" their interests.
- Debbie may not have much patience with the shortcomings of others and this may strain relationships when Debbie is working in close proximity with others.
- Debbie probably places greater value on results than relationships and may give more attention to achieving personal, professional goals than getting to know others on a deeper level.

Integrate All of Life
Achieving well-being through balanced attention to all vital areas of life.



Population Norm : 6.98 Personal Norm : 6.75 Score : 3.50

- Debbie is probably neglecting a few areas of personal or professional growth and is likely aware of it. Debbie would benefit by investing conscious effort in identifying these areas and achieving greater balance.
- Debbie probably sets priorities very well in some areas, but allows other areas to suffer from a lack of attention.
- Although Debbie may manage tasks and activities with written "to-do" lists, some of the areas where growth is needed may still be overlooked due to prolonged pressures or desires to focus in other areas.
- Debbie may be capable of setting many goals, but they will tend to be focused near one end or the other of the work-life balance perspective.
- Others may find it difficult to work with Debbie at times due to Debbie's preference to spend prolonged time on a single or small number of activities. Debbie's tendency to be tightly focused may wear others out.