



Joe Sample

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Time: 1:22 PM

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Organization: Sample Distributor

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What the Elite Hospitality Profile Measures

The Elite Hospitality Profile is a general indicator of the individual's ability to perform the basic functions of entry-level, customer facing hospitality jobs (e.g., front desk personnel, bell hops, food servers, customer service).

The areas assessed by this Profile are:

Flexibility	Flexibility measures the degree to which the individual is likely to be able to adapt to change and is more open minded than stubborn. This characteristic is important for fast paced jobs where priorities often shift. It is also important for organizations that are in transition or are expecting changes that will affect work duties and responsibilities.
Helping Disposition	Helping Disposition measures the degree to which an individual is friendly and is likely to go out of his or her way to assist or help customers and/or co-workers. This characteristic is important for most, if not all, jobs.
Math Skills	Math Skills measures a basic understanding of mathematical computation and concepts (e.g., making change, calculating percentages, applying discounts, basic addition, subtraction, division and multiplication). The ability to solve these types of problems has also been related to speed of learning and general problem solving skills. This test is appropriate for jobs requiring knowledge of basic math functions (e.g., cashiers, tellers, basic accounting, payroll, etc.).
Reliability	The Reliability scale measures the degree to which an individual is likely to be dependable, hardworking, performance and goal oriented and conscientious about the quality of his or her work.
Responsibility	Responsibility measures the degree to which the individual is likely to be dependable, stable, takes responsibility for his/her actions and as a result, is not likely to have attendance problems. This characteristic is appropriate for all jobs.
Rules Compliance	Rules Compliance measures the degree to which the individual is likely to follow company policies and adhere to rules and procedures established by management. This characteristic is appropriate for most, if not all jobs, with special emphasis on jobs requiring much trust (e.g., bank teller, cashier) and positions of authority (security guards, police officers).
Self Confidence	The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.

Candidness of the Elite Hospitality Profile Results

This Profile includes a candidness check to determine the degree to which the individual may have exaggerated his/her responses in order to present themselves more favorably. The results of this validity check with interpretation is presented on the following page.

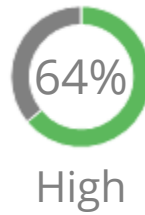
Interpreting the Elite Hospitality Profile

The following page also presents the Total Score Summary and Total Score Interpretation. This is followed by the Score Profile. The Score Profile includes the scores for all of the scales. The scores are presented in terms of percentiles. The percentile indicates how the candidate scored relative to all other individuals who have taken the assessment. For example, if a candidate's score on a particular scale shows as the 75th percentile, this indicates he/she scored better than 75% of all other people who have completed that scale.

The pages that follow the Score Profile provide detailed interpretations for each of the scales, as well as, management strategies and follow-up interview questions one can ask the candidate to obtain more insight with respect to areas needing development.



Total Score Summary



Total Score Interpretation

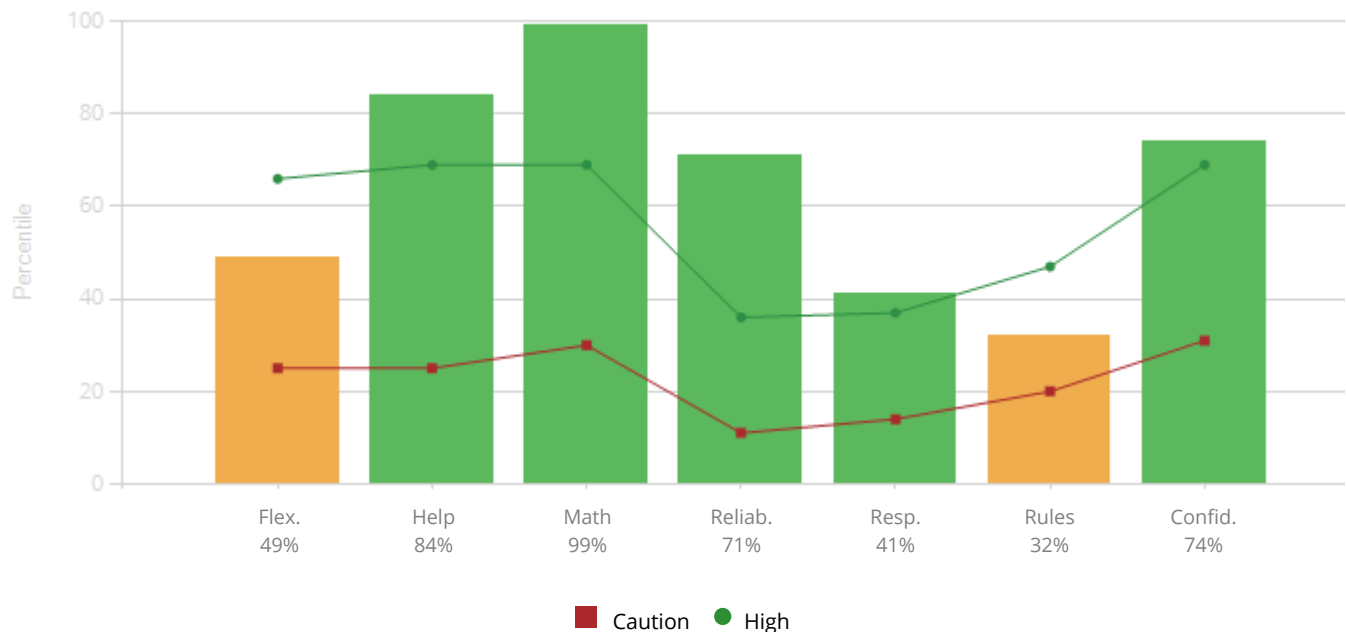
This candidate's total Elite Hospitality Profile score falls within the High range. This candidate generally demonstrates the behavioral characteristics and basic skills needed to succeed in a hospitality environment. This is definitely an area of strength for this individual. Review individual scale details to better understand strengths and potential shortcomings.

Score Validity

Candidness: High: The candidate's responses are likely to be an accurate representation of his/her attitudes and behaviors.



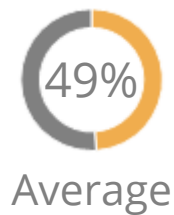
Score Profile



The bar graph above shows the candidate's score pattern across all the dimensions assessed by this profile. The pages that follow offer detailed insight into each dimension score.



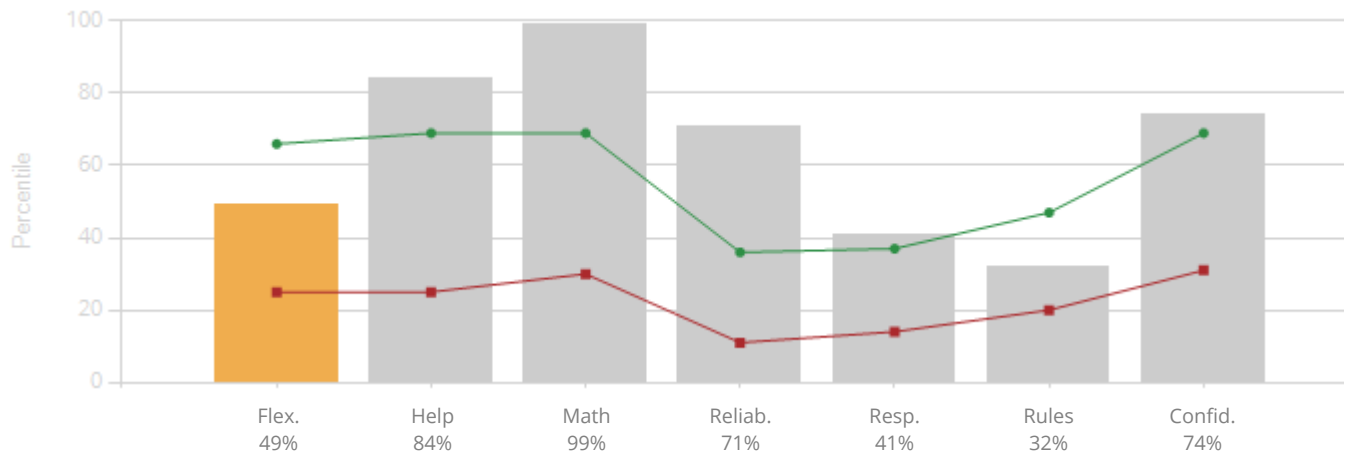
Flexibility



Score Details

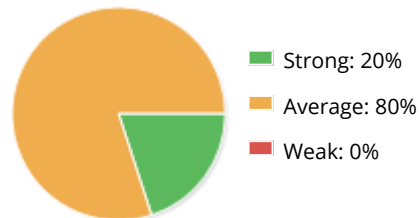
Flexibility measures the degree to which the individual is likely to be able to adapt to change and is more open minded than stubborn. This characteristic is important for fast paced jobs where priorities often shift. It is also important for organizations that are in transition or are expecting changes that will affect work duties and responsibilities.

Joe Sample scored in the 49th percentile on Flexibility (Average), meaning Joe scored lower than 51 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Flexibility behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Flexibility.

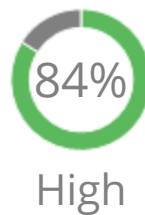


Expected Job Behaviors

- This individual is generally able to adapt to change.
- Demonstrates a satisfactory level of flexibility.
- This individual's flexibility score is consistent with most other candidates.
- He/she tends to be cooperative when necessary.
- When asked to change priorities, does so but not without questioning.



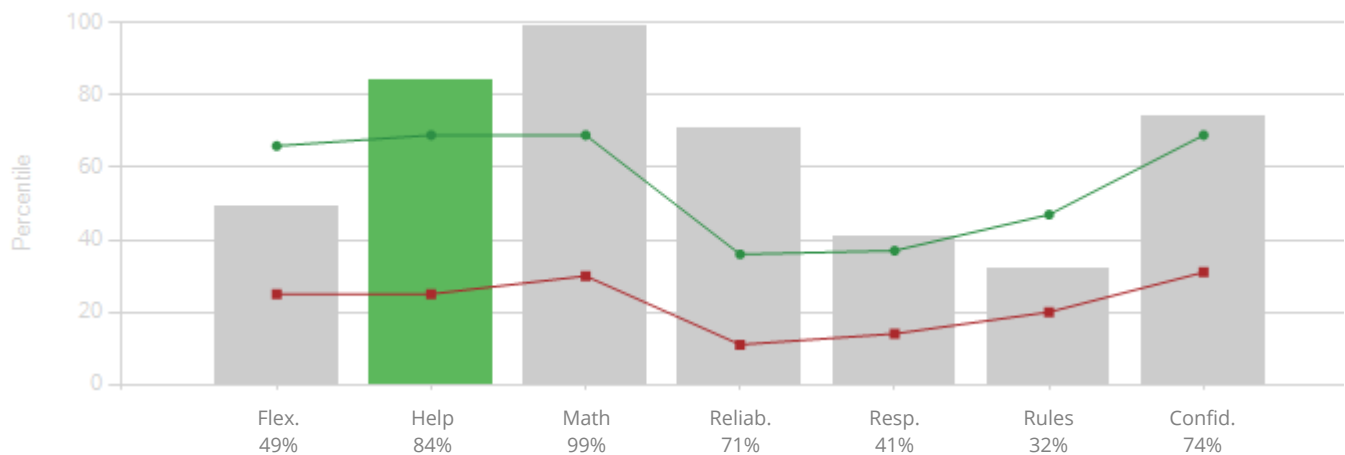
Helping Disposition



Score Details

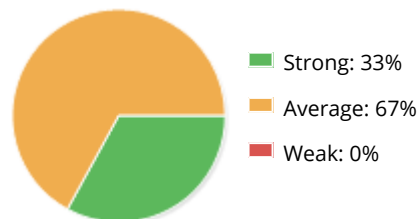
Helping Disposition measures the degree to which an individual is friendly and is likely to go out of his or her way to assist or help customers and/or co-workers. This characteristic is important for most, if not all, jobs.

Joe Sample scored in the 84th percentile on Helping Disposition (High), meaning Joe scored better than 84 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Helping Disposition behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Helping Disposition.

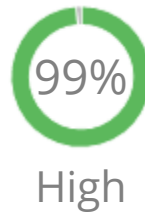


Expected Job Behaviors

- This individual is friendly.
- Is empathetic and cares about the needs of others.
- Will go out of his or her way to assist or help customers and/or co-workers.
- Will sacrifice self to help others out.



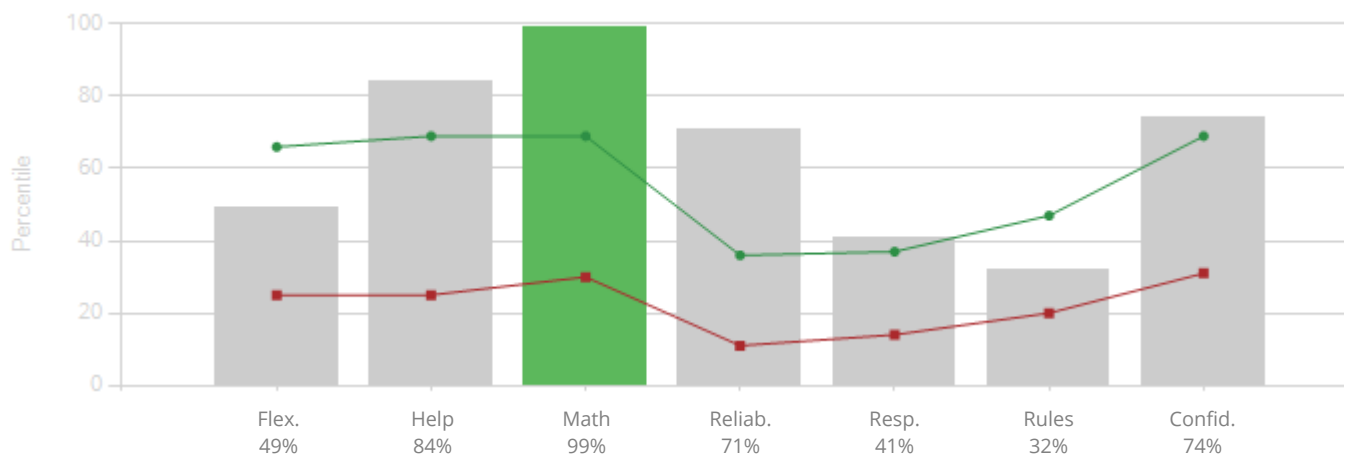
Math Skills



Score Details

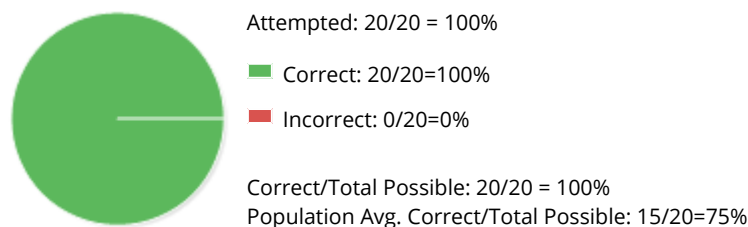
Math Skills measures a basic understanding of mathematical computation and concepts (e.g., making change, calculating percentages, applying discounts, basic addition, subtraction, division and multiplication). The ability to solve these types of problems has also been related to speed of learning and general problem solving skills. This test is appropriate for jobs requiring knowledge of basic math functions (e.g., cashiers, tellers, basic accounting, payroll, etc.).

Joe Sample scored in the 99th percentile on Math Skills (High), meaning Joe scored better than 99 percent of other candidates who have completed this assessment.



Skill Level

The graphic below shows the percentage of test items the candidate answered correctly compared to those answered incorrectly. This illustration is useful for assessing the degree of skill/knowledge the individual demonstrated.

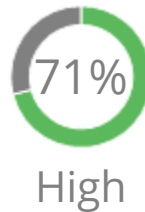


Expected Job Behaviors

- This individual is a quick learner.
- He/she solves problems using logic and reasoning.
- He/she understands basic mathematical concepts.



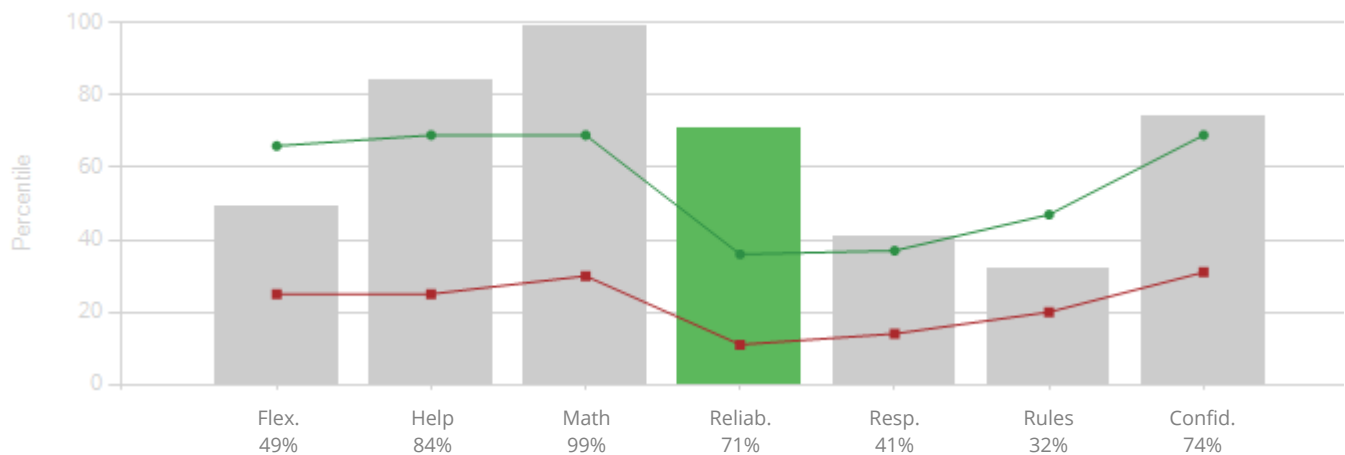
Reliability



Score Details

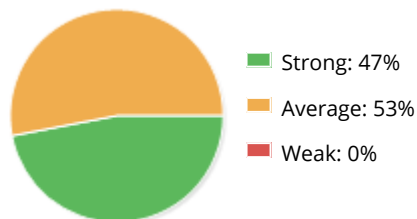
The Reliability scale measures the degree to which an individual is likely to be dependable, hardworking, performance and goal oriented and conscientious about the quality of his or her work.

Joe Sample scored in the 71st percentile on Reliability (High), meaning Joe scored better than 71 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Reliability behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Reliability.

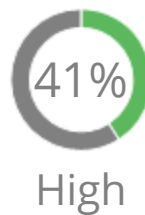


Expected Job Behaviors

- This individual is dependable and goal-oriented.
- Is concerned about the quality of his/her work.
- Is a hard worker and detail-oriented.
- Can be counted on to do the task at hand with little supervision



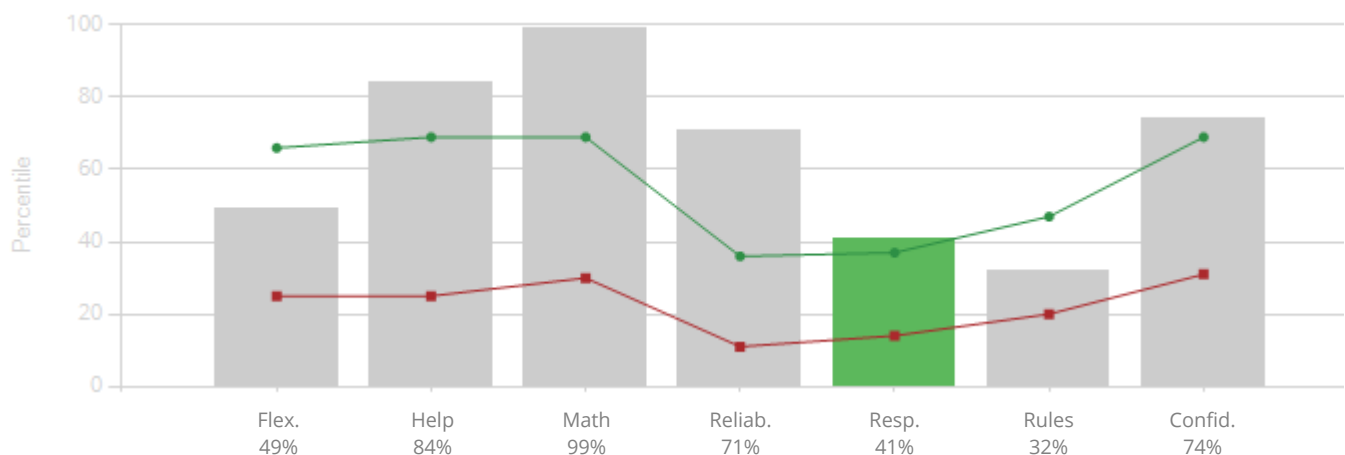
Responsibility



Score Details

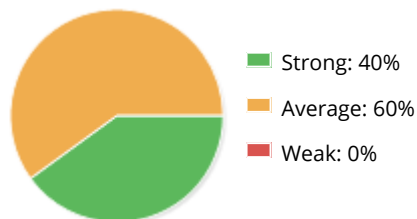
Responsibility measures the degree to which the individual is likely to be dependable, stable, takes responsibility for his/her actions and as a result, is not likely to have attendance problems. This characteristic is appropriate for all jobs.

Joe Sample scored in the 41st percentile on Responsibility (High), meaning Joe scored lower than 59 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Responsibility behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Responsibility.

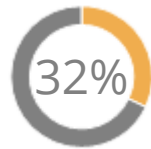


Expected Job Behaviors

- This individual is dependable and stable.
- Works hard to achieve success.
- Takes responsibility for his/her actions.
- Believes one is in control of one's actions.



Rules Compliance

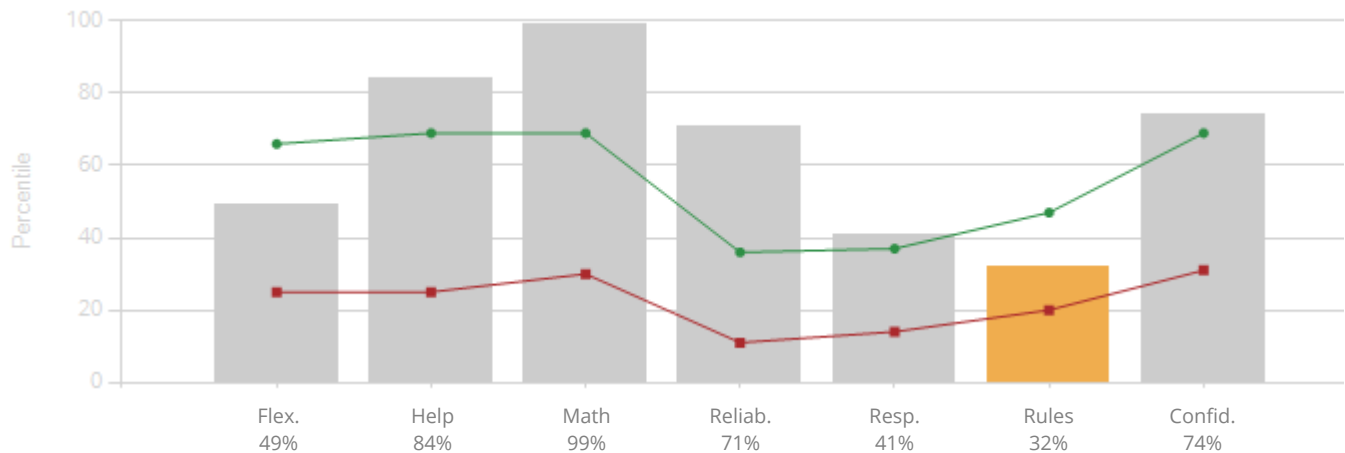


Average

Score Details

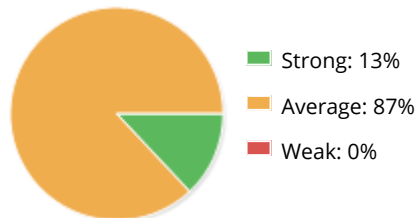
Rules Compliance measures the degree to which the individual is likely to follow company policies and adhere to rules and procedures established by management. This characteristic is appropriate for most, if not all jobs, with special emphasis on jobs requiring much trust (e.g., bank teller, cashier) and positions of authority (security guards, police officers).

Joe Sample scored in the 32nd percentile on Rules Compliance (Average), meaning Joe scored lower than 68 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Rules Compliance behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Rules Compliance.

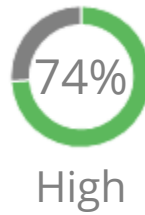


Expected Job Behaviors

- This individual may bend the rules here and there.
- May be tempted at times to not follow directives if they strongly disagree with them.
- May follow the more obvious rules and policies in place but may be tempted to take short cuts when possible.
- This individual's rules compliance score is consistent with most other candidates.



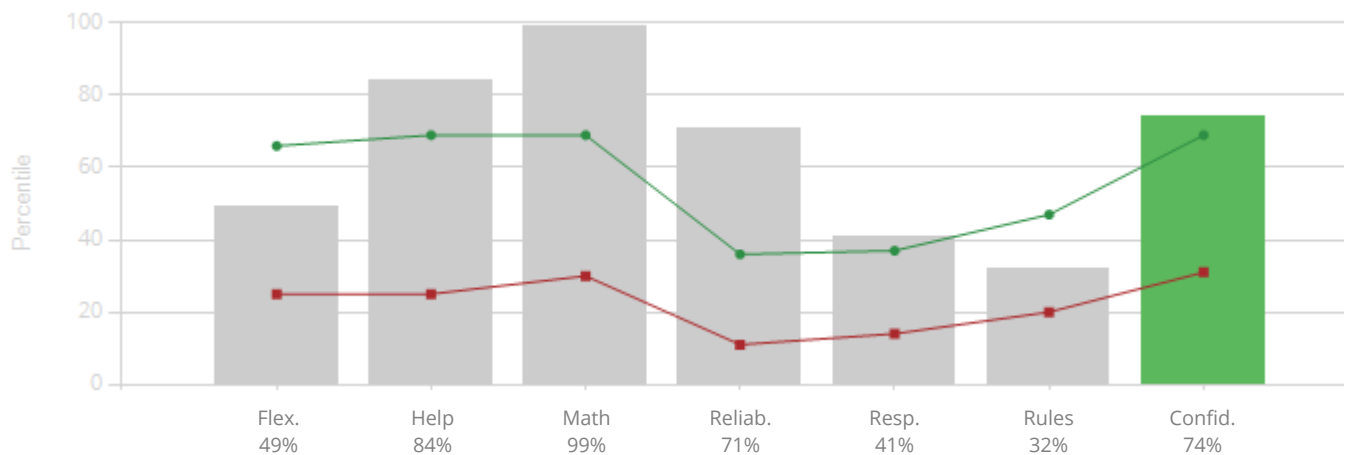
Self Confidence



Score Details

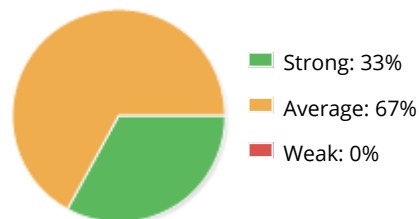
The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.

Joe Sample scored in the 74th percentile on Self Confidence (High), meaning Joe scored better than 74 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Self Confidence behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Self Confidence.



Expected Job Behaviors

- Is self-assured.
- Is confident in his/her decisions and actions.
- Is not overly affected by what others think of him/her.
- Tends to bounce back from disappointments because he/she knows inside that he/she can overcome difficult situations.



Management Strategies

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses. The diagram below also offers a graphical representation of the areas covered by the Profile. The smaller the area, the more coaching/development might be required.

Flexibility

- Praise and recognize this candidate when he/she demonstrates the ability to adapt to change or to an unexpected situation.
- Explain expectations with respect to their ability to be flexible.
- Monitor their ability to compromise or adapt to others.
- Inflexibility could lead to interpersonal issues with coworkers.



- Flexibility 49%
- Helping Disposition 84%
- Math Skills 99%
- Reliability 71%
- Responsibility 41%
- Rules Compliance 32%
- Self Confidence 74%

Helping Disposition

- This candidate is ideal for working environments where empathy and caring behaviors are important.
- This individual tends to be caring and sensitive. His/her feelings tend to be hurt easier than most. Harsh criticism should be avoided.
- His/her willingness to help sometimes results in him/her taking on the work of others or being overly generous with customers.
- Work with the individual to find a balance between being overly helpful and being productive.



- Flexibility 49%
- Helping Disposition 84%
- Math Skills 99%
- Reliability 71%
- Responsibility 41%
- Rules Compliance 32%
- Self Confidence 74%

Math Skills

- This candidate should be given opportunities to problem solve or use their reasoning skills.
- Give him/her opportunities to coach or work with others on tasks that involve the use of basic mathematical concepts or problem solving.
- Expect that they will understand basic instructions and training and therefore may be able to train others on these concepts.



- Flexibility 49%
- Helping Disposition 84%
- Math Skills 99%
- Reliability 71%
- Responsibility 41%
- Rules Compliance 32%
- Self Confidence 74%



Reliability

- This individual values reliability, attention to detail and organization and expects those around him/her to do the same. Therefore, these should be exhibited and rewarded.
- Praise should be given to show appreciation when working with this individual.
- Try to let him/her work at own pace when possible. He/she likes to take his/her time to ensure work quality.
- While this characteristic is important for most aspects of life, including work, care should be taken to make sure the deliberateness of this individual is not an impediment to getting things done.



- Flexibility 49%
- Helping Disposition 84%
- Math Skills 99%
- Reliability 71%
- Responsibility 41%
- Rules Compliance 32%
- Self Confidence 74%

Responsibility

- This individual takes responsibility for his/her behavior and expects those around them to do the same. When he/she exhibits responsible and dependable behaviors he/she should be praised to show appreciation.
- Given his/her responsible nature, he/she may have low tolerance for those who do not behave responsibly.
- Some coaching may be required to increase tolerance levels if he/she is expected to work with less dependable team members.
- When appropriate increase levels of responsibility to show your confidence in his/her ability to perform.



- Flexibility 49%
- Helping Disposition 84%
- Math Skills 99%
- Reliability 71%
- Responsibility 41%
- Rules Compliance 32%
- Self Confidence 74%

Rules Compliance

- Supervise him/her on occasion to ensure directives are being followed.
- Offer recognition when he/she follows management's directives particularly when you know he/she has other views.
- Have policies in place for those who break the rules and enforce them consistently.

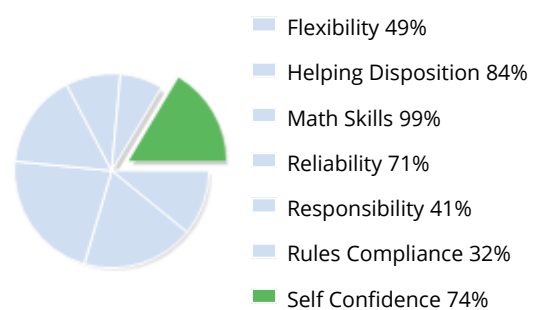


- Flexibility 49%
- Helping Disposition 84%
- Math Skills 99%
- Reliability 71%
- Responsibility 41%
- Rules Compliance 32%
- Self Confidence 74%



Self Confidence

- Maintaining high levels of confidence require continuing to build self-esteem levels. Continue to point out and reinforce the candidate's positive decisions, behaviors and performance through praise and appreciation.
- Minimize negative comments and criticisms. Focus on the positives. High levels of self-confidence sometimes come with a stubborn demeanor that may be exaggerated by negative comments.
- While being self-confident is important for business success, care must be taken to make sure the individual's high level of confidence does not diminish the importance of considering the advice of others, including managers.
- While this individual's level of confidence and perceived control is a definite strength, be aware that at times it may also raise some difficulties associated with over confident behaviors.



Interview Guide

This report includes follow-up interview questions that focus on those areas where further development might be needed. These questions serve as an excellent guide during the hiring process, coaching or developmental efforts to further uncover potentially negative behavioral tendencies.

Flexibility

Question:

From your work experience, what situations have you found it difficult to adapt to?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Tell me about work experiences you have had that required significant change. How did you manage to handle these situations?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Tell me about a time when you were not as flexible as you could have been with a work situation. What caused you to behave this way?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Why might your coworkers describe you as "hard headed?"

Response Notes:

Response Expected of a
Poor Performing Employee

1

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3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe negative experiences you have had with respect to having to adapt to a changing work environment?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Why might your coworkers describe you as stubborn?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Do you find change creates anxiety or opportunity?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Give work-related examples of when you have resisted some form of change.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Helping Disposition

Question:

Describe for me a work-related situation where you wish you had been a bit more helpful?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe a situation where because of your generosity, you were taken advantage of. How did this affect you?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe for me how you might treat a coworker differently than a customer from a service perspective.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Describe for me why you might be considered to be more demanding than understanding?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Tell me about negative experiences you have had with customers.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How do you get along with customers? Explain some difficult situations you have had.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

When one is busy and someone needs help, should one put the needs of the other person ahead of one's personal needs, even if it means falling behind in at work? Please explain your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Math Skills

The candidate demonstrated a high level of skill in this area, therefore follow-up questions are not provided for this dimension.

Reliability

Question:

How much emphasis do you place on being punctual? Is it really that important?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What percentage of your objectives must you complete before you consider yourself successful? Give examples from your past work history.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What goals have you set that you have not reached. Why might setting goals and planning for the future be a waste of time?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Responsibility

Question:

Give examples of how your past employers affected your productivity and general attitude toward your work.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What leads to one's career success? From your experience is it one's own actions and decisions or luck and circumstances? What factors have led you to this point in your career?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

When have you had to break promises in order to achieve your work or career objectives?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What usually determines someone's attendance record? Is it the type of person he or she is or is it usually factors outside the individual's control? How would you relate this to your attendance record for the past two years?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

How difficult is it to always do what one says one will do? How much does luck affect one's ability to be dependable? Tell me about work situations where you could not be as dependable as you should have been. What caused this to happen?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What specific company policies on absences and tardiness are too strict and unrealistic? What would you have them do differently that would be more fair? How have such policies in the past affected you?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Tell me about a work situation when you behaved in a spontaneous manner rather than planning things out.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Rules Compliance

Question:

Describe for me policies and rules you have encountered at work that have been counterproductive?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Have you ever been terminated from a job? Can you please explain the situation?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How many times in the past two years would you say you have called in sick just to take a break from work?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What type of action should be taken with employees who do not follow company rules and procedures? Have you ever been reprimanded for not following company rules? Please describe the situation.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How normal is it for you to call in sick or make up a story in order for you to be able to stay home from work?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Tell me about a time when you felt a certain company rule or policy was not important enough for you to follow?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Self Confidence

Question:

How have you dealt with managers who have criticized your work?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe for me times when you have thought about the possibility of failure when taking on something new? Describe work situations when your confidence has not been at its peak.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How would you describe your confidence level? Would you say you have more, less or the same level of confidence as your coworkers? Describe work situations that support your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Tell me about work situations where being self-confident might affect one's work in a negative manner. How would you describe your confidence level at work?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Tell me about a time when you took a criticism personally. What led to the incident? How was it resolved?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe a work situation that led you to feel stressed. How did you deal with it? What was the outcome?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

When has thinking positive about a work situation led you to being disappointed? How did you handle this situation? What effects has it had on you?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Sum of Ratings

Number of Questions Rated

Average Rating

(Sum of all ratings divided by the number of questions rated.)

