

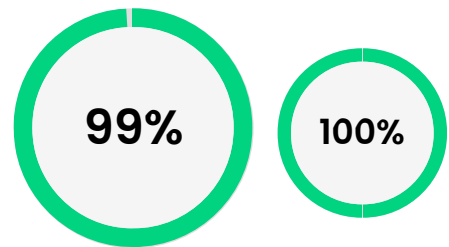
NAME: **Joe Sample**  
 CANDIDATE ID: **#001363**  
 EMAIL: **joesample@abc.com**  
 JOB APPLYING FOR: **N/A**  
 INVITED BY: **Alex Admin (administrator@companyabc.com)**  
 ORGANIZATION: **Company ABC**  
 TESTING TIME: **3 min. 1 second**  
 TEST VERSION: **(v1)**



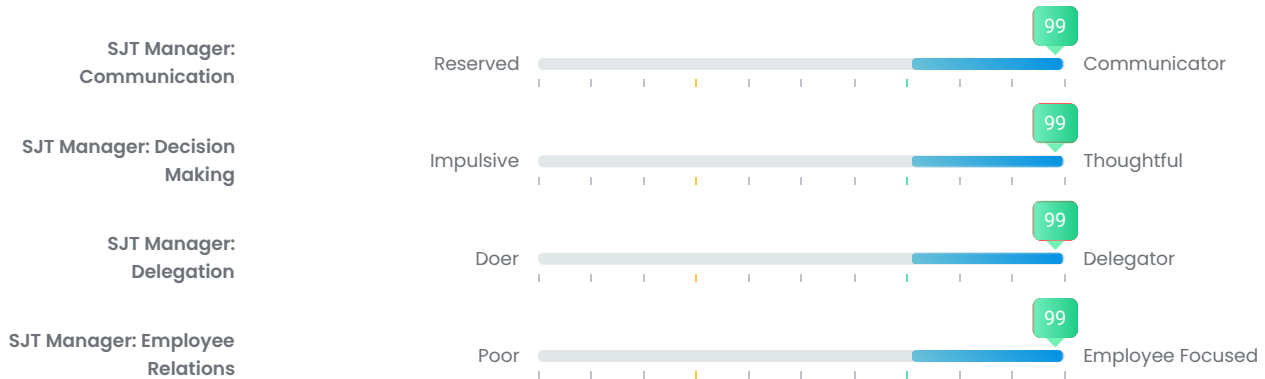
STARTED: **02/11/2021 07:15 PM**      COMPLETED: **02/11/2021 07:18 PM**

**TOTAL SCORE SUMMARY**

The large circle represents the average of the scale scores included in this profile. Scores are presented in terms of percentiles and indicate where the candidate falls relative to everyone else who has completed this profile. The smaller circle is the percent match against your Star Profile. Review individual scale details to understand strengths and potential areas for improvement.

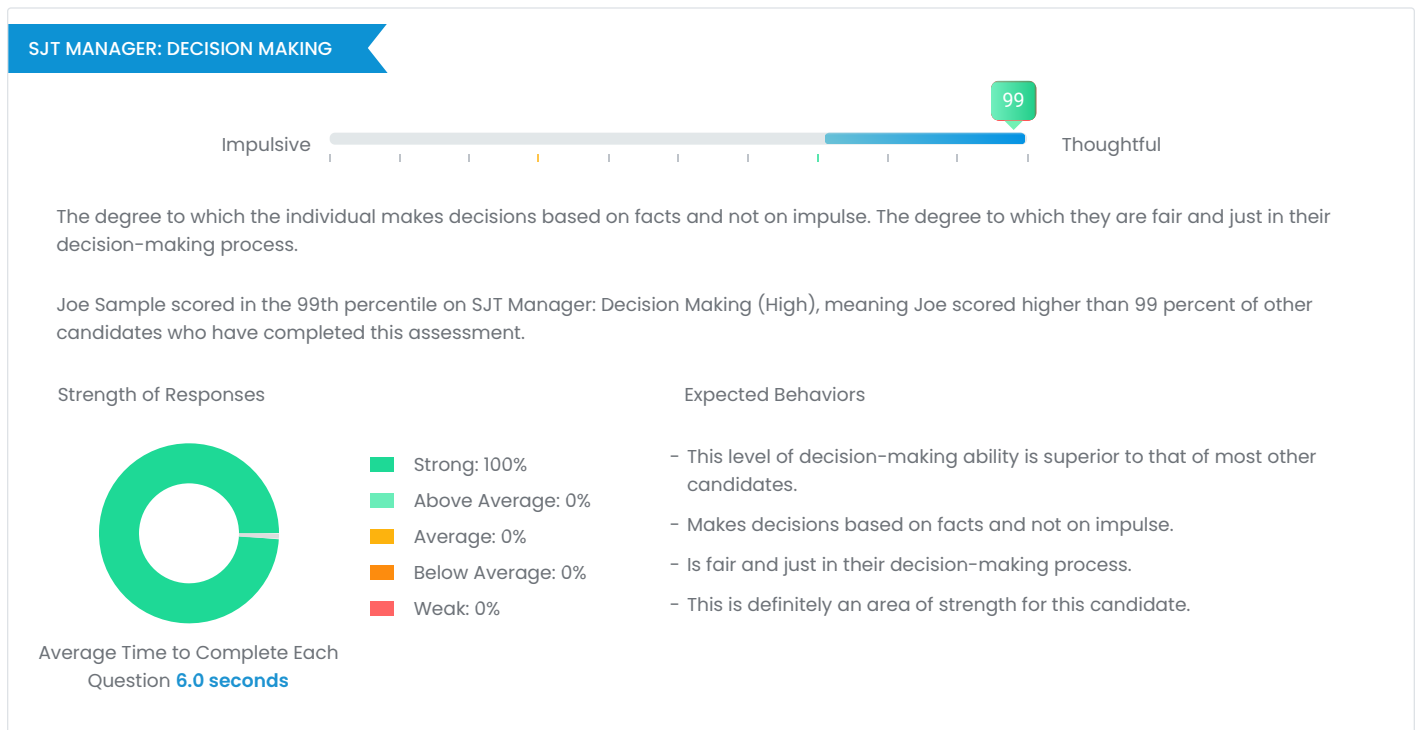
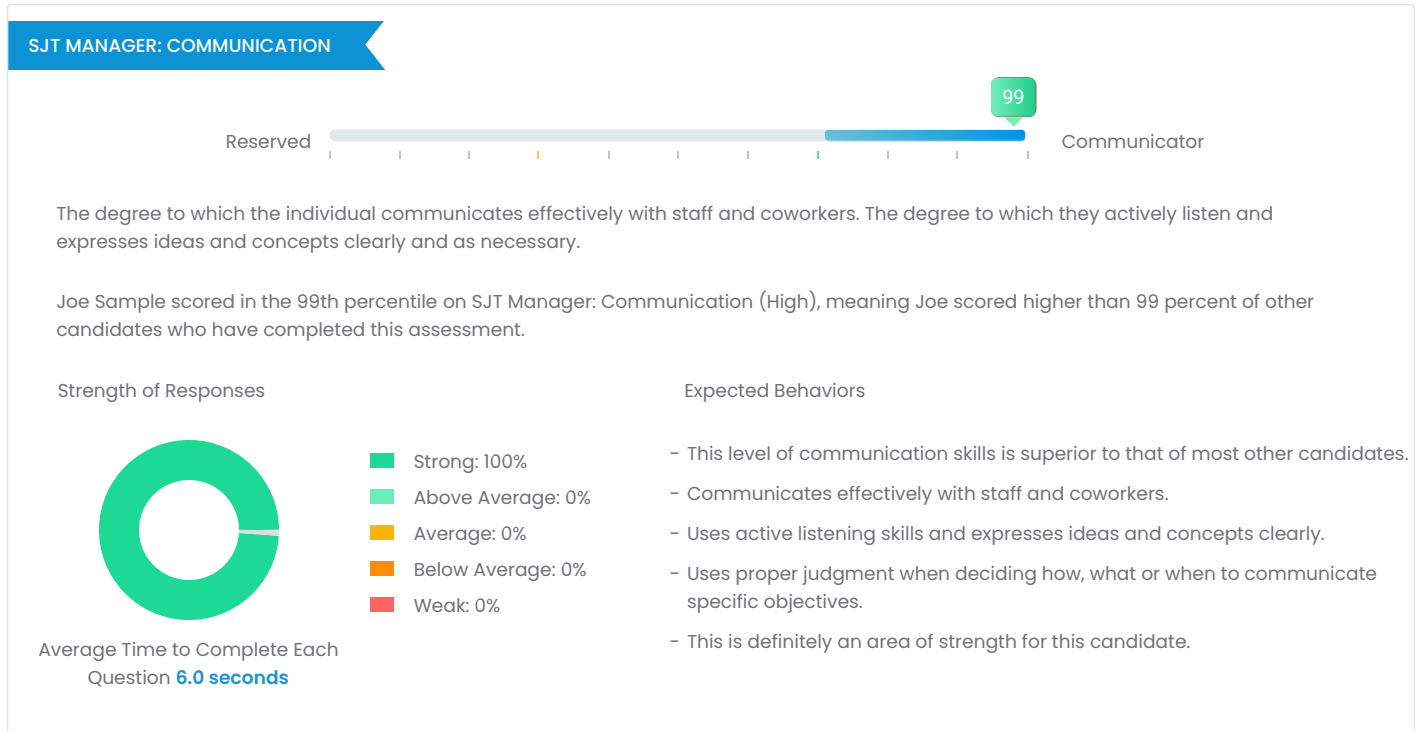


**SCORE DETAILS**



## SCALE SCORE INTERPRETATIONS

The information that follows offers detailed interpretations for each scale included in this profile. The Strength of Responses graphic below shows the candidate's response pattern for a particular scale. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with the behavioral dimensions assessed in this profile.



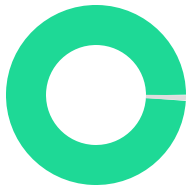
## SJT MANAGER: DELEGATION



The degree to which the individual delegates work projects as appropriate. The degree to which they let staff perform independently without unnecessary supervision.

Joe Sample scored in the 99th percentile on SJT Manager: Delegation (High), meaning Joe scored higher than 99 percent of other candidates who have completed this assessment.

### Strength of Responses



- Strong: 100%
- Above Average: 0%
- Average: 0%
- Below Average: 0%
- Weak: 0%

Average Time to Complete Each Question **6.0 seconds**

### Expected Behaviors

- This level of delegation ability is superior to that of most other candidates.
- Consistently delegates work projects as needed.
- Lets staff work independently without unnecessary supervision.
- This is definitely an area of strength for this candidate.

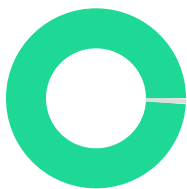
## SJT MANAGER: EMPLOYEE RELATIONS



The degree to which the individual promotes positive working relationships with staff and handles employee issues responsibly and effectively while gaining employee trust and respect.

Joe Sample scored in the 99th percentile on SJT Manager: Employee Relations (High), meaning Joe scored higher than 99 percent of other candidates who have completed this assessment.

### Strength of Responses



- Strong: 100%
- Above Average: 0%
- Average: 0%
- Below Average: 0%
- Weak: 0%

Average Time to Complete Each Question **6.0 seconds**

### Expected Behaviors

- This level of employee-relations skills is superior to that of most other candidates.
- Effectively promotes positive working relationships with their staff.
- Gains employee trust and respect due to their effective and responsible handling of employee issues.
- This is definitely an area of strength for this candidate.

## MANAGEMENT STRATEGIES

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses.

### SJT MANAGER: COMMUNICATION



- This individual has the communication skills needed to perform the managerial function.
- Ensure that they have the opportunity to communicate ideas and objectives to staff and coworkers.
- These individuals expect open communication from top to bottom, so if they are being managed communicate with them regularly.
- They would make good mentors for those needing to build interpersonal and communication skills.

### SJT MANAGER: DECISION MAKING



- This individual has the decision-making skills needed to perform the managerial function.
- Ensure that they have the opportunity to engage in decision-making tasks, as they tend to use proper judgment when faced with decision-making responsibilities.
- These individuals expect others around them to use sound judgment. Expect that they will either confront those who do not or that they will withdraw from the situation.
- This individual is likely to use sound judgment therefore, they should be included in decision-making tasks.

### SJT MANAGER: DELEGATION



- This individual has the ability to delegate when necessary.
- Ensure that they are given the opportunity to delegate appropriate tasks so that they can focus on the more important responsibilities.
- These individuals expect staff to be able to take on assigned tasks, so competence at the staff level is critical.
- This candidate is not a micro manager, so expect that work will be delegated.
- Monitor the work assigned to staff and others to ensure it is, in fact, work that should be delegated.

## SJT MANAGER: EMPLOYEE RELATIONS



- This individual has the employee relations skills needed to promote a positive working environment and to develop a good working relationship with their staff.
- Place the individual in situations where gaining employee trust is critical.
- Give this candidate the opportunity to be in a team-building role.
- Managing situations involving employee conflicts can be a strong suit for this candidate. Therefore, they may be a good choice for areas within the company that is experiencing these types of counterproductive issues.

## 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

### SJT MANAGER: COMMUNICATION

#### QUESTION

The candidate demonstrated a high level of skill in this area, therefore follow-up questions are not provided for this dimension. You may ask your own question and rate the response on the rating scale provided.

#### RESPONSE NOTE:

Response Expected of a Poor  
Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee



### SJT MANAGER: DECISION MAKING

#### QUESTION

The candidate demonstrated a high level of skill in this area, therefore follow-up questions are not provided for this dimension. You may ask your own question and rate the response on the rating scale provided.

#### RESPONSE NOTE:

Response Expected of a Poor  
Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee



SJT MANAGER: DELEGATION

QUESTION

The candidate demonstrated a high level of skill in this area, therefore follow-up questions are not provided for this dimension. You may ask your own question and rate the response on the rating scale provided.

RESPONSE NOTE:

Response Expected of a Poor Performing Employee

Response Expected of a Satisfactory Employee

Response Expected of an Excellent Employee



SJT MANAGER: EMPLOYEE RELATIONS

QUESTION

The candidate demonstrated a high level of skill in this area, therefore follow-up questions are not provided for this dimension. You may ask your own question and rate the response on the rating scale provided.

RESPONSE NOTE:

Response Expected of a Poor Performing Employee

Response Expected of a Satisfactory Employee

Response Expected of an Excellent Employee



SUM OF RATINGS :

NUMBER OF QUESTIONS RATED:

AVERAGE RATING :

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