



Executive Achiever® Assessment Report

Report prepared on: **Joe Sample**

Chief of Police

Sample Police Dept.

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555-555-5555

Report Type: Police Chief



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This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

Section I	Aptitudes and Personality Assessment
Section II	Management competencies associated with leadership, planning and implementation
Section III	Personal knowledge of leadership techniques
Section IV	Suggested behavioral interview questions
Section V	Personal Development Plan



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Mental Aptitudes

Mental Acuity



Mr. Sample is low-average in Mental Acuity, indicating he is slower in his thinking, comprehension and reasoning ability than is needed for more difficult tasks. He will need to take time to make a decision or solve a more challenging problem, particularly if the situation involves data which is unfamiliar to him. Some level of supervision and thorough training will need to be available until he is proficient in the job.

Business Terms



Joe has an above-average understanding of business terminology, indicating he has had some exposure to business matters either on the job or in a business class.

Memory Recall



Mr. Sample has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

Vocabulary



Mr. Sample has exemplary general English vocabulary skills, enabling him to communicate effectively with others on all levels. He should be capable of relaying even the most complex information to others.



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Numerical Perception



Joe's Numerical Perception score is an indication that he may have a vision or concentration problem. Unless corrected, any work that requires that close attention be paid to detail may be difficult for him to complete quickly and with a necessary degree of accuracy. Tension may also interfere with concentration. If he also has a low score in Mental Acuity, he may be a slow reader or he may not have understood or followed the directions at the beginning of this evaluation.

Mechanical Interest



Mr. Sample's level of interest in mechanical devices is average.

Personality Dimensions

Energy



Mr. Sample is a calm individual with a low energy level. He will handle environmental pressure well, but may lack the inner tension to energetically tackle assignments or projects. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

Flexibility



Joe is an ethical, quality-minded individual with a strong sense of integrity. He remains focused on his goals and interested in providing good customer service and high quality products. Being somewhat inflexible, once goals are set and policies in place, he may be hesitant to change. Because of this, he could experience difficulty handling multiple job demands and assignments. He will adapt to some changes and occasionally attempt to generate new ways of doing things or new ways to utilize current applications of products or services, but will want to be certain his new ideas are right before recommending them. Even though he may occasionally develop new procedures and come up with new ideas, he is not especially innovative or free-thinking.



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Organization



Mr. Sample understands the importance of organizing his time and activities, and is usually aware of his priorities. Without being overly rigid in planning, he makes the best use possible of the time and resources available to him to reach organizational goals and priorities.

Communication



Joe has an interactive, sharing style of communicating and will be a good collaborator who will share his own thoughts and knowledge with others. Even though he is open and interactive and feels comfortable articulating his thoughts to people, he does not require constant contact with people to be content.

Emotional Development



Mr. Sample is a very self-assured person with a strong degree of self-confidence. He believes in himself, has a very high frustration tolerance level and a high degree of patience for himself and others. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

Assertiveness



Joe can take control, maintain order, and express his opinions, but is open to the ideas of others and will not actively seek out conflict. He will attempt to influence and direct others, but not to the point of appearing unnecessarily demanding.



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Competitiveness

1	2	3	4	5	6	7	8	9
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Mr. Sample works well with others, but is more concerned with maintaining harmony than participating in individual competition. He sees life as an experience to enjoy, rather than a struggle to win, and lacks a strong sense of competitiveness. At times, he may place so much emphasis on friendships that effectiveness and productivity suffer.

Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is sensitive to the needs of customers and others. He may take criticism or rejection personally, and will prefer to work in comfortable surroundings free from criticism, rejection, etc. He will interact with others with a strong degree of concern, and may at times allow emotions to take precedence over facts.

Question/Probing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though he has a positive, enthusiastic attitude, he may be so trusting that he allows others to take advantage. When problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his not probing far enough into the situation to see the whole picture.

Motivation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe needs some job security and will take risks only when he is convinced that he is unlikely to make a mistake or fail. If a goal is important to him, he will be more likely to take decisive personal action in order to reach it or put forth extra effort and hours to complete the project, but he remains more easily motivated by security than achievement.



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Validity Scales

Distortion



Mr. Sample is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation



He has scored within our acceptable equivocation range.



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Mental Aptitudes

		1	2	3	4	5	6	7	8	9	
Mental Acuity	Slow to Learn				4	[5 — 6 — 7 — 8]					Fast to Learn
Business Terms	Uninformed							7			Knowledgeable
Memory Recall	Unaware						[6 — 7 — 8 — 9]				Aware
Vocabulary	Limited				[4 — 5 — 6 — 7]					8	Strong
Numerical Perception	Imprecise			3			[6 — 7 — 8 — 9]				Accurate
Mechanical Interest	Indifferent						6				Interested

Personality Dimensions

		1	2	3	4	5	6	7	8	9	
Energy	Restless				[<div><div></div><div></div><div></div><div></div></div>				9	Calm
Flexibility	Flexible				[<div><div></div><div></div><div></div><div></div></div>		7	<div><div></div><div></div><div></div><div></div></div>		Rigid
Organization	Disorganized				[<div><div></div><div></div><div></div><div></div></div>		5	<div><div></div><div></div><div></div><div></div></div>		Planful
Communication	Reserved				[<div><div></div><div></div><div></div><div></div></div>		5	<div><div></div><div></div><div></div><div></div></div>		Interactive
Emotional Develop.	Impatient				[<div><div></div><div></div><div></div><div></div></div>			8		Tolerant
Assertiveness	Cooperative				[<div><div></div><div></div><div></div><div></div></div>		5	<div><div></div><div></div><div></div><div></div></div>		Authoritative
Competitiveness	Team Player	1			[<div><div></div><div></div><div></div><div></div></div>					Individualist
Mental Toughness	Sensitive			3	[<div><div></div><div></div><div></div><div></div></div>					Tough
Questioning/Probing	Trusting		2		[<div><div></div><div></div><div></div><div></div></div>					Skeptical
Motivation	Security				[<div><div></div><div></div><div></div><div></div></div>		5	<div><div></div><div></div><div></div><div></div></div>		Recognition

Validity Scales

		1	2	3	4	5	6	7	8	9	
Distortion	Frank Answer	[● — ● — ● — ● — 5 — ●]									Exaggerates
Equivocation	Chose Alternate	[● — ● — ● — ● — 5 — ●]									Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:

Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

NOTE: Areas with dots and brackets [• — •] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



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Management Competencies

Accountability/Ownership

1	2	3	4	5	6	7	8	9
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Mr. Sample has some desire to be accountable for his own actions. He probably takes the initiative and assumes personal accountability for goals, outcomes and deadlines, but it may be helpful if he develops the ability to plan farther in advance as he strives to reach goals and meet deadlines. He probably enters into self-appraisal, and unless he is highly competitive and wants to do everything himself, he is probably willing to share information and responsibility with others.

Challenge the Status Quo

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is willing to challenge the status quo if, after careful thought, he is convinced that a new way of doing things is necessary. Once he is absolutely convinced that traditional ways of thinking and working need to change, he is generally willing to make a change.

Collaboration/Integration

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is probably motivated to succeed, but also willing to celebrate the success of others when that success occurs independent of his own work. He may need to remember to share the glory for accomplishments he had a part in achieving, but becoming even more willing to think collaboratively and striving to integrate his own work with that of others in the organization will further enhance his performance in this competency.

Creativity/Innovation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample can be a creative, innovative individual, when he allows himself to be so. He wants to keep the company leading-edge and will take some calculated risks to implement new ways of doing things, provided he believes there is a greater chance of success than failure. At times, he may prefer to stick with the "tried and proven" way of doing things, and would benefit from becoming even more creative and innovative in his thought processes.



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Customer/Market Oriented

1	2	3	4	5	6	7	8	9
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He has some understanding of the business climate, customers, competitors and factors that drive the company forward, but may benefit from developing an even greater strategic understanding of the customer/market. He probably understands the importance of providing courteous and attentive service to customers or clients, but may not always utilize his resources well. Enhancement in this competency can be realized by developing good planning skills and better understanding the more complex needs of his customers.

Energy/Enthusiasm

1	2	3	4	5	6	7	8	9
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Joe will exhibit some enthusiasm toward his job, but would benefit from becoming even more positive and enthusiastic. Developing a positive attitude will strengthen his ability to become an inspiration to others through his own diligence and hard work, and will increase his desire to help others through difficult times.

Strategic Thinking

1	2	3	4	5	6	7	8	9
---	---	---	----------	---	---	---	---	---

Mr. Sample is able to analyze the organization's strengths, weaknesses and competitive position in the marketplace to some degree, but could benefit from becoming even more aware of changes in the marketplace. This will enable him to develop objectives and strategies based on long-term perspectives and help him visualize future opportunities and threats the organization is likely to face. While he is able to identify some companies which could benefit from the organization's products and services, becoming more aware of competitive and market trends will enhance his ability in this competency area.



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Leadership Knowledge

Attitude/ Leadership Personality

1	2	3	4	5	6	7	8	9
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Mr. Sample has an excellent understanding of the necessity for a positive attitude and good self-confidence in a leadership role, and continually works to develop and maintain both. He understands the importance of being able to bounce back quickly from problems and other obstacles he may face as a leader, and is able to deal with difficult situations with ease. He has certain ethical standards he keeps and has clearly defined, for himself, what being a leader means.

Time Management

1	2	3	4	5	6	7	8	9
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Joe has a healthy understanding of the importance of planning. He utilizes planning tools to keep himself organized, and generally has his priorities in line. Good time management is important to him, but he leaves enough leeway to deal with interruptions or changes, when necessary. He spends a good amount of time planning, but not to the extreme.

Planning

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

He has a strong understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. He has a well-developed understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

Organizing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a strong understanding of organization as it relates to leadership. He understands that organizing involves people, processes and tools, and perceives the difference between organizing and planning. Since he understands what encompasses organizing, he is capable of organizing projects and activities in an effective manner.



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Staffing

1	2	3	4	5	6	7	8	9
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Joe has a strong understanding of the staffing process in leadership, as well as the principal focus of staffing. He knows the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process will enable him to better understand the problems involved in employee selection, as well as the role training and development of employees plays in this leadership process.

Leading

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a strong understanding of what comprises good leadership. He understands the importance of a leader empowering his workforce and acting as a coach and mentor of others. He realizes how important motivation is in the leadership process and understands the various steps involved in managing a diverse workforce.

Facilitating

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

He has a very strong understanding of facilitation and control in the leadership process. He is able to define what problems are and have devised some methods of effective problem-solving. He understands the purpose of policies, rules and regulations in providing a nourishing environment for growth for team members, and can balance the need to impose discipline, guidelines and procedures in the workplace with the need to value employees and encourage creativity.



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Leadership Traits Assessment

Introduction

This report section evaluates Joe's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.



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Leadership Potential Summary Report

for: Joe Sample

Joe has good leadership potential in the following area(s):

- Planning
- Organizing
- Staffing
- Facilitating

Joe's Training & Development Needs are:

- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.



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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.



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Interview Questions for **Energy**

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"




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Interview Questions for Emotional Development

Emotional Development - Measurement of the individual's level of patience, self-esteem and confidence.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

Interpretive Guides

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?



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Interview Questions for **Competitiveness**

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

What is the most competitive endeavor you have been part of in the last few years?

Interpretive Guides

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?



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Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantness?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?



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Interview Questions for Questioning & Probing

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Tell me what steps you took to gather information needed to solve problems in your last job.

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Interpretive Guides

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?



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Development Suggestions

Introduction

The following Personal Development Suggestions may assist in prioritizing, enhancing, OR changing developmental actions. They are directed specifically to the individual. Management should review these suggestions, and together with the participant, consider requirements of current and potential future job opportunities.

These suggestions recommend actions that an individual can take on a daily OR weekly basis to become more productive.



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Energy - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

Your self-affirmation sentence:

"I vigorously undertake each task."

Steps to Effect Change

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.



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Emotional Development - Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).

You are a self-assured individual with healthy self-esteem. You believe in yourself and are not easily frustrated when things do not happen as quickly as you desire. You are self-reliant, but may at times be overly tolerant and fail to take action as quickly as you should, believing everything will "work out okay."

Your self-affirmation sentence:

"I am an action-oriented person."

Steps to Effect Change

1. Your biggest problem lies in your tolerance level and possible procrastination when action is called for. You must learn what you can achieve if you try harder and reach for greater achievement through established goals and objectives.
2. You need to mentally stress the daily and weekly process of planning time and activities to make the right things take place for timely accomplishment. Avoid becoming complacent over any unmet goals.
3. You can seek regular counseling with others to make sure that you are not being slack about reaching your goals; ask "significant others" in your life to apply pressure, when necessary, to help you meet set goals.
4. Goal setting is highly important - write goals down and evaluate your progress daily. Tell someone close to you that you are working toward a goal; let that person urge you on!



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Competitiveness - Reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You do not have a strong individualistically competitive nature, preferring to enjoy life, rather than view it as a struggle to win personally. You place a strong emphasis on maintaining friendships with co-workers, and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. You would not enjoy a position in which your effectiveness was compared to others in any type of competitive ranking.

Your self-affirmation sentence:

"I am a winner!"

Steps to Effect Change

1. Your first attempts to compete should be toward some easily reachable goal.
2. Although competition is a basic part of life, a competitive spirit is more important in some jobs than in others. If you are cast in a role calling for a strong competitive spirit, begin by competing against your own former best efforts. Competing against yourself and achieving will instill within you greater self-confidence.
3. It's great for you to engage in some type of competitive sport or activity and really strive to win. When you see that others won't hold it against you, even if you win, you will feel more comfortable in a competitive role the next time.
4. Set a desire for a particularly desirable object, goal or result in your mind and then work hard to achieve it by setting small goals which ultimately lead to your main objective.



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

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Online Courseware

Emotional Development

When working with others, your ego level may impact your relationships and your success in achieving desired results with them. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team
- [Effective Personal Productivity](#) - Lesson 6: Improving Production of the Team

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Executive Achiever

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Company: Sample Police Dept.

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Online Courseware

Competitiveness

When working with others, your competitive level may be influencing how effective you are in your relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team

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Online Courseware

Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

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