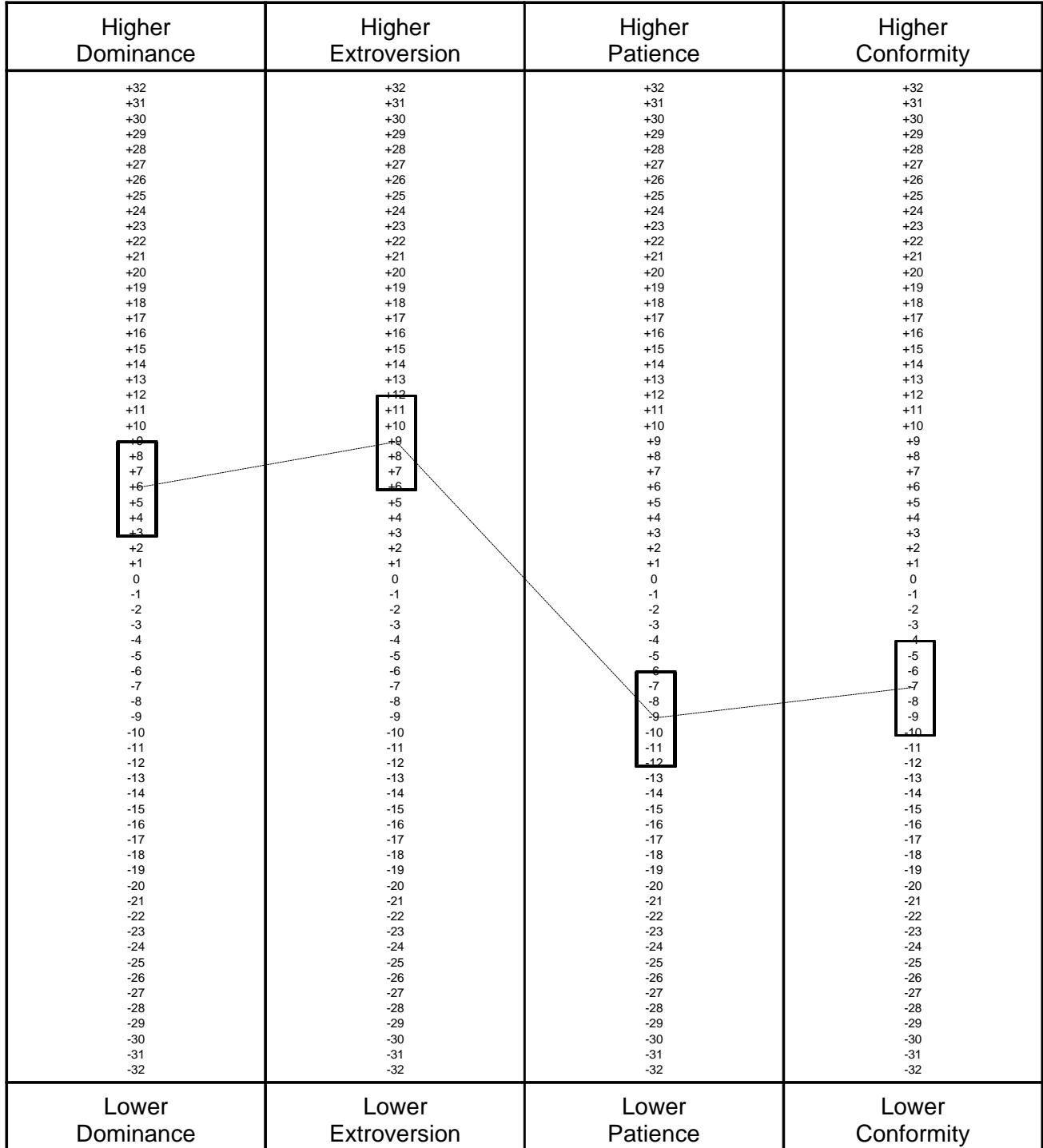


Job Profile Report for Management/Supervisory



Please note: The boxes show the Job Profile range for each trait. The dashed lines connect the midpoints (averages) of each trait's range. This is an ipsative graphing procedure; that is, the profile represents the relative strength of the traits within the individual.

Summary

| Trait | Average | Range |
|-----------------|--------------|-----------|
| Dominance | +6 | +3 to +9 |
| Extroversion | +9 | +6 to +12 |
| Patience | -9 | -12 to -6 |
| Conformity | -7 | -10 to -4 |
| High Trait | Extroversion | |
| Low Trait | Patience | |
| Decision Making | Facts | |
| Energy | Very High | |

The following pages accurately describe the personality profile of the ideal Management/Supervisory. The results were generated from the one preparers' responses to the Job Profile Surveys.

Gender-specific pronouns and direct objects:

To avoid the awkwardness of reading sentences containing his/her, him/her, and he/she, this system has replaced these gender-neutral constructs with ones for a specific gender. In this report, the randomly-selected gender is female. This is not to be construed as an indication of the gender of the ideal candidate. Nor does the software distinguish between the sexes when calculating data for this report.

Profile Summary

The ideal candidate will be very outgoing, talkative and interested in being with people. Her communication style will be forcefully persuasive and enthusiastic. She will take full advantage of opportunities, and support them with her self-starting and hard-hitting characteristics. She will be a natural team player who will focus on attracting strong people. When she is called upon to delegate authority, responsibility and detail work, she will do it effectively. The ideal candidate's strong sense of urgency will lead her to be involved in many activities at one time.

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Desired High Trait

This page contains a description of the desired High Trait for your Management/Supervisory position. The High Trait has more influence on personality than the other traits and normally accounts for 50 to 75 percent of a person's behavior tendencies and motivational preferences.

Extroversion People And Fluency Trait

Key points attributed to the ideal candidate's high trait and low trait:

- Articulate, fast-paced business communicator
- Exceptional interpersonal and collaboration skills
- Effectual in persuading others through enthusiasm
- Highly motivated toward achievement and surpassing prior goals
- Able to relate to another person's point-of-view

The ideal candidate, in addition to the qualities above which will generate the power behind her work, will be a self-motivated and action-oriented professional, who thrives on various opportunities involving change and on developing and promoting the visions of others. She will be able to think quickly and verbalize spontaneously.

The ideal candidate will use her sharp insight into the intricacies of people's personalities, and apply it to motivating co-workers (or her staff) to move on a project or program with speed.

The ideal candidate will enjoy working with people, she will be effective in developing staff skills, and her participation in team leadership and efforts tends to inspire and support her co-workers. Her trusting nature shows a great deal of confidence in what her people can accomplish.

Success is the vital ingredient in a corporate atmosphere that will drive the ideal candidate's spirit and motivates her to activate others.

Sensitive Areas:

Being turned off by someone's explosion of ill will directed squarely at her, especially if it is fired off in front of her colleagues.

Potential Reactions:

If forced into a conflict, she will use her strong communication skills and battle it out with a swift, verbal offensive.

Other Desired Traits

The other three traits will have a direct effect on the High Trait of Extroversion and how it is expressed. You will recall that the High Trait often accounts for 50 to 75 percent of a person's tendencies; the remaining 25 to 50 percent is accounted for by these three other traits.

The following are some descriptive words and summary paragraphs of desired behaviors for your Management/Supervisory.

| | | |
|---------------------------------------|-----------------------------|---------------------------------|
| Sell Ideas Motivator Optimistic | Persuasive Very Outgoing | A Good Mixer A Lively Talker |
|---------------------------------------|-----------------------------|---------------------------------|

The ideal candidate will prefer to be in a business that involves people and accomplishing projects through teamwork. Her intuition will serve her well when dealing with people. She will be able to take other people's ideas and sell them successfully. If given the opportunity, she will readily apply herself to the development and training of potentially strong people. She will need to see opportunity for advancement in the organization which hires her.

| | | |
|---------------------------------------|-------------------|-------------|
| Flexible And Quick Action-oriented | Fast Impatient | Hard Driver |
|---------------------------------------|-------------------|-------------|

The ideal candidate will be a fast and articulate communicator. Her strong sense of urgency will cause her to be on the move constantly. She will be very competitive and ambitious.

| | | |
|--|---------------------------|-------------------------|
| Poised An Organizer Self-confident | Self-starting Positive | Forceful Independent |
|--|---------------------------|-------------------------|

The ideal candidate will impact upon people in a strong manner. She will approach projects with a results-oriented focus. She will support strong people who may elevate her own position. Her inquisitive and probing mind will extend to understanding human nature.

| | | |
|---|------------------|------------|
| Delegate Detail Big-picture-oriented | Require Accuracy | Generalize |
|---|------------------|------------|

The ideal candidate will be able to delegate detail work, authority and responsibility. She will be inclined to sell anything to anyone, as long as she believes in what it is being sold.

Motivational Needs

Primary Motivators

Because the ideal candidate's High Trait is Extroversion, she will need some of the following factors in her environment in order to be self-motivated and highly productive:

- A lot of interaction with people.
- Meeting new people and making friends.
- Opportunities to make more money and improve status.
- Being a team player within the organization.
- Praise and public recognition.
- Identifying with an organization that has prestige and a good public image.
- Awareness of what is going on in the organization.
- Acceptance and being liked by others.

Primary Demotivators

In contrast, the ideal candidate is likely to be demotivated when:

- She is not liked.
- She is not invited into meetings with peers.
- Her territory (opportunity) is reduced in size.
- She is not part of a team.
- She does not have enough people contact.

Other Motivators

These motivators are based on the other three traits:

because the Dominance trait is high

- Daily challenges.
- Results-oriented approach to projects.
- Direct, to-the-point communications.

because the Patience trait is low

- Fast pace with a lot of variety.
- Freedom from routine.
- New environments in which to work or play.
- Assignments that require quick action.

because the Conformity trait is low

- Freedom from rules, details, and reports.
- A generous amount of independence and unusual assignments.
- New methods of doing things away from tradition.

Desired Decision Making Style

There are many different approaches to making decisions. No one way is consistently better than any other way since decision-making primarily depends on the type of work a person is required to perform and on the nature of the work environment.

The range of Decision Making Styles is:
Facts - Facts/Feelings - Feelings - Intuition

The desired candidate will tend to make her decisions by relying on the Facts. She takes a more analytical approach to making decisions. This means that after considering the situational and interpersonal factors, her tendency is to give more weight to fact-based information when making decisions. The Facts decision style is especially valuable where successful decisions are dependent on effectively interpreting factual types of information.

Desired Energy Level

Energy Level is aptly described as a person's "battery" and can vary with changing situations and circumstances. For example, Energy can be used up at a more rapid rate when in a management role or in a stressful environment. Anything which is alive will respond to a stimulus. Energy Level measures the degree of aliveness, awareness and responsiveness present in a person.

This system measures how responsive the desired candidate should be to stimuli when compared with others.

The range of Energy Levels is:
Below Average - Average - Above Average - High - Very High

The ideal candidate has a Very High Energy Level. She is highly effective in demanding environments. If called upon, she can maintain her effectiveness in the face of longer hours and stress-related situations. She is also able to juggle a multitude of tasks, or can intensely focus on a single task as necessary.

When a person's Energy becomes low or runs out, the following situations can result:

- Increased susceptibility to accidents and mental errors.
- Decreased concentration.
- Reduced ability to continue handling a stressful environment.

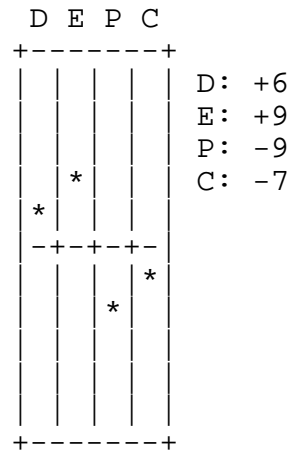
Energy can be maintained and recharged in many ways, commonly through proper diet, sleep and relaxation.

Individual Profiles

The graphs below summarize each preparer's individual contribution to the Job Profile as if he/she had been weighted at 100 percent. This will allow you to discuss any differences more intelligently and to arrive at an agreed-upon composite.

Respondent #1

100%



Extroversion
 Patience
 Very High

Preparers

(Demo #1, printed 23-Aug-99)

| Preparer Name Survey Date | Weight | Importance Responses Frequency Responses |
|--------------------------------------|---------------|--|
| Respondent #1 06-14-1999 | 100 | 55435-45543-45553-43244-45454-34455 34353-54543-44554-53345-35454-44435 |