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Report Prepared for: **FAI Complimentary MERIT Profile**

Applicant Name: **TAYLOR SAMPLE**

Position Title: **General**

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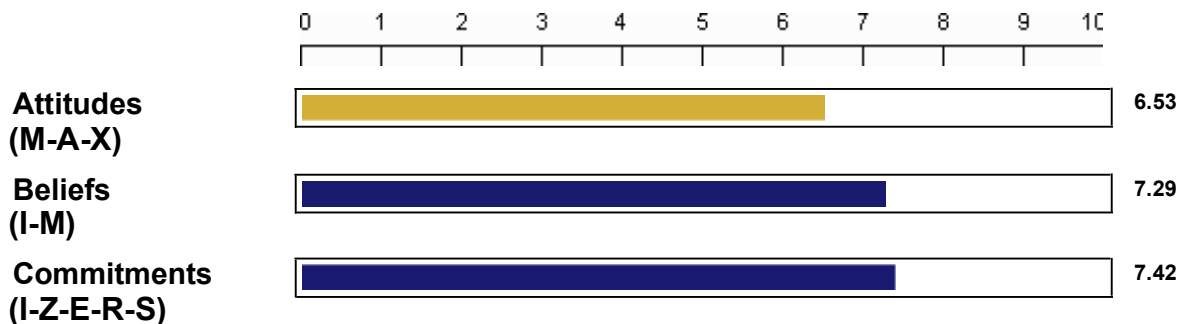
Status Indicator: 1

KPI :

MPI :

Character Summary

The graph that follows summarizes the 10 character competency scores into three categories. Blue bars indicate the strongest competencies and gold bars indicate the need for development.



Attitude describes a person's pattern of emotions and actions that indicates their mental state and disposition.

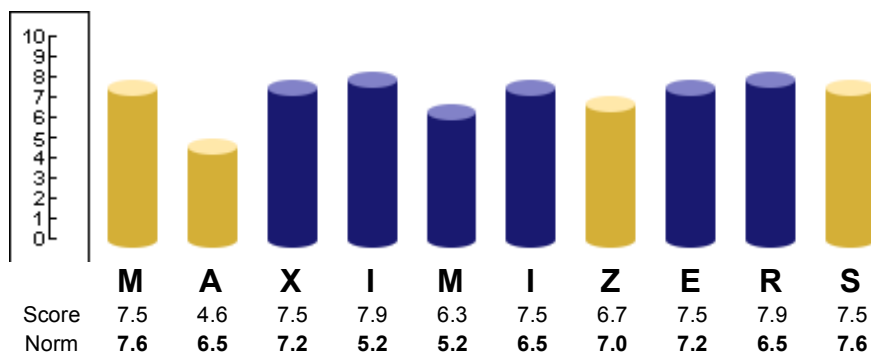
Belief describes a person's mental framework where they have formed opinions, judgments and acceptance of what is true.

Commitment describes the mental framework in which a person makes choices to act in a certain and consistent manner that is aligned with their attitudes and beliefs.



Character Competency Scores

The graph below shows the individual scores for the 10 character competencies. Blue bars identify competencies that increase in strength as the score increases in relation to each competency norm. Gold bars identify competencies that increase in the need for development as the score decreases in relation to each competency norm.

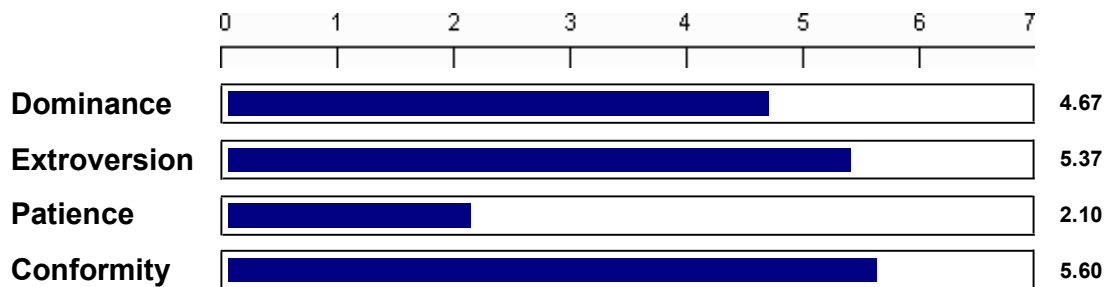




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Behavior Summary Statements

The behavior trait below with the highest score may explain up to 50% of behavior.



Behavior Trait Definitions

In the Behavior Trait Summary above, scores for four foundational behavior traits are provided on a seven-point scale. Following are basic definitions for each of these traits. These are not descriptions of this particular participant, but simply a general indication of what *high* or *low* mean.

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.



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Behavior Summary Statements

Based on the obtained responses, the following behavioral styles, tendencies and actions are exhibited:

- TAYLOR pays a lot of attention to systems, and probably the latest technologies, that help keep things organized and orderly. TAYLOR tries hard to follow the rules so that things are done right.
- TAYLOR likes to know what the goal is and to have clear instructions about how to proceed. TAYLOR probably keeps a timer with a daily schedule and "to do" list and then enjoys checking off the items as they are completed.
- This person is good at following up and pulling things together to get closure. TAYLOR pays attention to details and dislikes loose ends. However, TAYLOR also is fast-paced and wants things done quickly. In other words, TAYLOR wants "high productivity" with near "flawless performance."
- There may be times when TAYLOR struggles with decisions due to the competition between wanting to be right and wanting to finish the job. This frustration may be displayed in changes of mind from one decision to another and back again.
- This person probably has good social skills, is a good communicator, and relates well to people. However, TAYLOR may be careful about who is permitted into the inner-circle of "best" friends.
- This person likes to talk and may do more talking than listening. TAYLOR is probably persuasive, more of a "seller" than one who teaches or makes demands.
- Certain indicators suggest that TAYLOR may have the unique ability to see both the forest and the trees, to be able to visualize what needs to be done in the future as well as keeping in focus things that need to be done today.
- TAYLOR tends to be very careful and cautious, one who needs to be truthful and accurate, one who may see the "yellow flags" before anyone else does. That usually means that statements made by TAYLOR are supported with facts or quotes from respected authorities, or other "convincing" documentation.
- This person has a keen eye for detecting error. There may be times when work, or a product, is less than perfect or does not comply with the rules or procedures or policies. In those instances, TAYLOR will likely identify the problem and express criticism or pass judgment, with the intention, of course, of making "necessary" improvements.
- TAYLOR has an above average level of energy. This probably means that energy is spent on personal interests in addition to work, such as, hobbies, sports, workouts, or community activities or events.



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Character Competency	Observations
ATTITUDES	
M ake Things Happen An attitude of proactive habit development and personal discipline.	Key Interview Question: What sort of habits would you say you have developed that help you to get important things done? Look For: Evaluate how well this person recognizes that getting important things done often requires making choices and developing new habits. Development Need: Although this person will generally be able to cope with achieving important goals, some help will be necessary when those goals are complex in terms of processes and/or people management.
A chieve Personal Significance Healthy self-concept based on an awareness of strengths and development needs.	Key Interview Question: Give me some examples of how you have handled situations where you have been asked to step up to a higher level of performance. Look For: Handling increasing challenges is part of personal and professional growth. Look for evidence that TAYLOR has been willing to accept challenges even though there are times when personal weaknesses may make that seem difficult. Development Need: TAYLOR will probably not commit endless energy to achieving things that are important to others. You should find opportunities for TAYLOR to experience small successes where it can be clearly shown that others derived some benefit from TAYLOR's efforts.
X Out The Negatives A positive, action-oriented response to fears, difficulties, and problems.	Key Interview Question: How do you cope with challenges that appear to be overwhelming? Look For: TAYLOR may have some blind spots when it comes to tackling certain kinds of obstacles. Try to understand what these may be and how this may affect job performance. Development Need: TAYLOR may need to take on some new challenges where there is an opportunity to grow through adversity. An assignment with a manageable degree of risk may well help accomplish this.
BELIEFS	
I nternalize Right Principles Articulating a personal value system and consistently living in the light of that system.	Key Interview Question: What would you say are the most important personal convictions you hold that others who work with you are going to notice? Look For: TAYLOR may only hold tightly to a few personal convictions but these could be fairly strong. Try to understand how such convictions may be both valuable and problematic in your context. Development Need: Give TAYLOR some opportunities to work within situations where differences of opinion are probable. Use these situations to determine if TAYLOR is able to recognize and adapt to such challenges.
M arch To A Mission The tendency to live with and make choices supporting a sense of purpose in life.	Key Interview Question: How do you decide what's important to you in terms of where to invest your energy? Look For: Our energy typically aligns with our passions and interests. Listen to TAYLOR's response to the key interview question for insights into the things that are likely to sustain TAYLOR's interest and performance level. Development Need: It will be somewhat challenging to motivate TAYLOR toward investing prolonged energy into anything that does not have a relatively clear reward associated with it. When working with TAYLOR, find ways to enlarge the scope of TAYLOR's interests.



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Character Competency	Observations
COMMITMENTS	
I ntegrate All Of Life Achieving well-being through balanced attention to all vital areas of life.	<p>Key Interview Question: How do you recognize when some aspect of your life may be somewhat out of balance and what do you do when that happens?</p> <p>Look For: TAYLOR appears to be moderately balanced but there are probably times and circumstances where that becomes a problem. Look for TAYLOR's ability to recognize it and get back on track.</p> <p>Development Need: Help TAYLOR pinpoint one or several areas of weakness related to occasional imbalance. This ability to pinpoint potential areas of imbalance will help to prevent them from becoming too unmanageable.</p>
Z ero In On Caring For People The ability to effectively relate to others through listening and building trust.	<p>Key Interview Question: When do you prefer to work as part of a team and when do you prefer to just work alone?</p> <p>Look For: Since very few roles involve working alone all of the time, the ability to work within a team is an important skill. Try to understand how TAYLOR thinks about this issue and consider the implications of this in relation to the role you have in mind.</p> <p>Development Need: TAYLOR's tendencies are toward process-orientation instead of people-orientation. It would be helpful for TAYLOR to be placed in situations where collaboration and relationship skills can be developed.</p>
E nergize Internally An inner strength that sustains thinking and behavior and results in positive character.	<p>Key Interview Question: What would you say are your most important personal values and how would people recognize those values in your actions?</p> <p>Look For: Try to understand the basis of TAYLOR's choices in terms of whether they are driven by a thoughtful, personal values framework or more likely shaped by the influences of others. Personal values will probably hold their ground against opposing forces better than the shifting values of the surrounding culture.</p> <p>Development Need: TAYLOR appears to have an average degree of conviction regarding moral or ethical standards. There are probably some areas where TAYLOR may back off from a challenge regarding right and wrong to avoid an argument or confrontation.</p>
R ealign Rigorously An attitude of being ready to adjust to circumstances and change behavior when required.	<p>Key Interview Question: How do you make decisions regarding changing direction when something important to you is not progressing as planned?</p> <p>Look For: TAYLOR appears to have moderate critical thinking skills. Listen for indications that TAYLOR knows how to apply those skills to making decisions regarding adapting to circumstances.</p> <p>Development Need: There may be one or more areas where TAYLOR tends to persist in a direction instead of recognizing the need to consider alternatives. Help TAYLOR see this pattern and learn to adapt.</p>
S tay The Course Perseverance and focus through challenging situations.	<p>Key Interview Question: When you experience times of frustration in persevering toward important goals, how do you make sure that you keep things on track?</p> <p>Look For: Evaluate TAYLOR's ability to recognize early signs that things may not be progressing as desired. What does TAYLOR do to adjust and keep moving toward the goal?</p> <p>Development Need: TAYLOR may need more than an average amount of direct supervision to ensure that the most challenging goals are being achieved. Help TAYLOR understand the importance of seeking help as a natural part of growth.</p>