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Report Prepared for: FAI Complimentary MERIT Profile

Applicant Name: TAYLOR SAMPLE

Position Title: General

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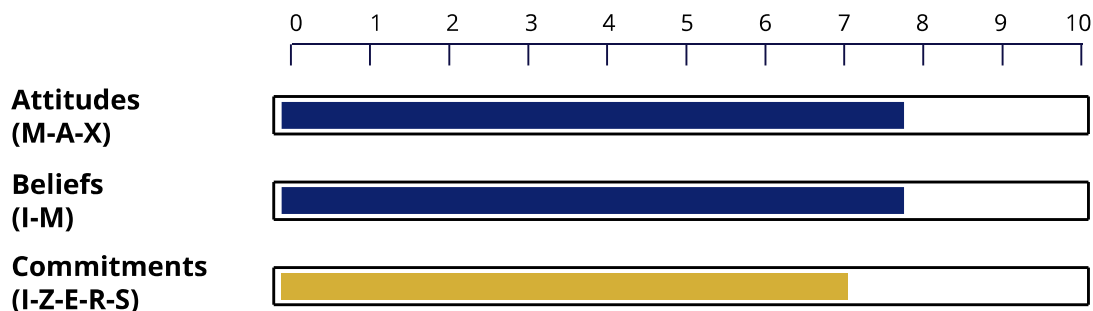


Applicant Name: **Taylor Sample**

Status Indicator 1

SECTION I: 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.

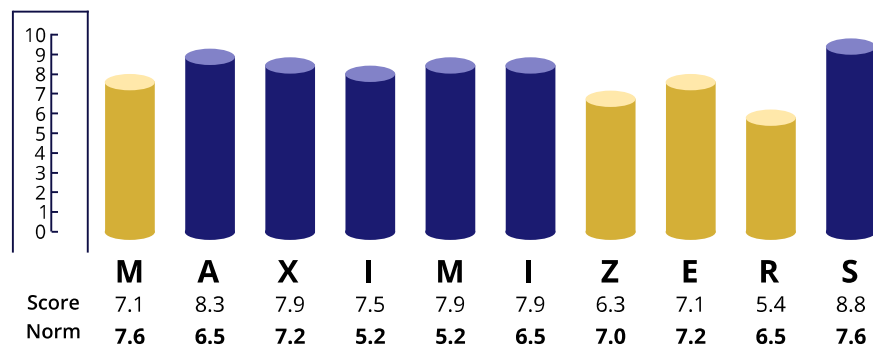
Commitment describes the mental framework in which a person makes choices to act in a certain and consistent manner that is aligned with their attitudes and beliefs.



Make Things Happen
Achieve Personal Significance
X Out the Negatives
Internalize Right Principles
March to a Mission
Integrate All of Life
Zero In on Caring for People
Energize Internally
Realign Rigorously
Stay the Course

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.

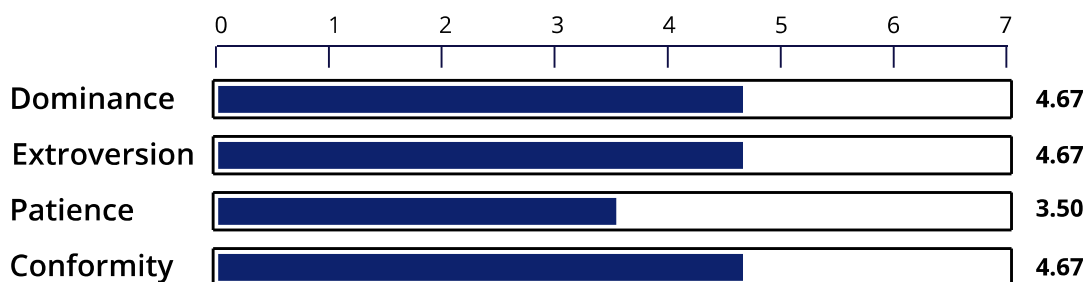




Applicant Name: **Taylor Sample**

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.

Behavior 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 like to be proactive than reactive.



Applicant Name: **Taylor Sample**

Behavior Summary Statements

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

- Taylor is a people person. That means that Taylor likes people and wants to be liked by them.
- Taylor tends to be fun-loving and socially outgoing. Taylor is an enthusiastic, "expressive" person who likes to have a good time, especially when other people can join in. Taylor probably relates well to people and has lots of friends.
- Taylor wants to be in the "in-group" wherever one exists, a person who hates to be slighted or left out. In most of those group situations, Taylor commands a good share of attention.
- Taylor loves to talk and does quite a lot of it. Taylor may use body language liberally, especially hand gestures to help get points across. The volume and variation in verbal expressions also may be traits that distinguish Taylor can be very persuasive, which translates into being a natural "seller." If the item is not an actual product, then Taylor sells opinions, ideas or particular points of view.
- Because Taylor tends to be a perfectionist and is very concerned about accuracy, Taylor probably is systematized, organized, highly efficient, and pays close attention to details.
- Taylor is probably neat and orderly, which is reflected in maintaining a tidy office or personal environment and in having good taste and being appropriately dressed for the occasion.
- On the one hand, Taylor is fast-paced and impatient, wants things done now. On the other hand, Taylor tends to be compulsive about things being done right. These two conflicting tendencies can mean last-minute flurries of activity to meet the deadline or that the schedule is delayed due to the need to "get-it-right."
- Although this person is generally optimistic, the need to be right, may temper that optimism with caution. Taylor hates to be wrong or to be embarrassed.
- Taylor is probably conscientious, takes pride in doing a good job, and then wants to be appreciated for the quality of the work.
- This person prefers to be a supporter rather than the one in charge. When forced into a leadership role, Taylor probably studies the facts and also seeks counsel from respected authorities.
- Taylor has plenty of energy to do what needs to be done and may even look for other things to do at the end of the day.
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Applicant Name: **Taylor Sample**

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: You appear to have a desire to grow and achieve your potential. What are some of your personal qualities that you think will help you achieve that potential? Look For: A person's potential is often only limited by their failure to recognize their strengths and cultivating them to their highest level. Look for Rachel's ability to see these strengths and put them to good use in the present so that they can be maximized. Development Need: Taylor has a moderate appreciation for personal strengths and development needs. Becoming more successful in the future will require a more conscious effort to address the development needs. It would be helpful to give Taylor regular and constructive feedback to help with this process.
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: You appear to have developed some clear goals for your life. Do you see yourself as being more goal oriented than others and, if so, what difference is that making in your success in life? Look For: Healthy goal-orientation is a positive step towards achieving important things in life. Make an effort to understand how Taylor grapples with failure to achieve these goals at times. Development Need: Rachel's sense of mission and purpose may result in some rigidity with people who are not like-minded. Give Taylor opportunities to help others develop similar levels of goal-orientation.



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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.	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? Look For: Taylor appears to be moderately balanced but there are probably times and circumstances where that becomes a problem. Look for Rachel's ability to recognize it and get back on track. 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.
Z ero In On Caring For People The ability to effectively relate to others through listening and building trust.	Key Interview Question: When do you prefer to work as part of a team and when do you prefer to just work alone? 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. Development Need: Rachel'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.
E nergize Internally An inner strength that sustains thinking and behavior and results in positive character.	Key Interview Question: When you need to make a difficult decision that relies on your sense of what is right and wrong, how do you approach that decision? Look For: Although being open-minded is generally a positive characteristic, a person must have some frame of reference for judging what is right and wrong. Evaluate the mental framework that Taylor applies to such decisions. Development Need: Taylor may need to develop a greater sense of personal conviction about judging right and wrong. Help Taylor think through situations where such decisions must be made.
R ealign Rigorously An attitude of being ready to adjust to circumstances and change behavior when required.	Key Interview Question: Give me an example of a time when you were asked to accomplish a task and after working at it awhile you began to realize that the approach you were taking was just not working. Look For: Try to understand how Taylor handles disappointment and adapts to situations where important goals are not being achieved. Development Need: Taylor should be given opportunities to lead or participate in projects where there is a degree of ambiguity. This will help Taylor to develop more flexibility.
S tay The Course Perseverance and focus through challenging situations.	Key Interview Question: What kinds of challenges do you feel most confident tackling? What do you think these types of situations have in common that make them appealing to you? Look For: Taylor probably gravitates to one type of challenge over another. It may be a preference for tasks and processes or challenges related to people. Make an effort to understand Rachel's strengths and weaknesses in this regard. Development Need: Taylor may tend to give up at times in the face of certain obstacles. Understand what they are and give Taylor an opportunity to learn how to handle those situations.