



PROFILESOFT SYSTEM INTERPRETATION MANUAL



ProfileSoft Inc. offers a scientific tool to assess human potential, for the purpose of selection, career management, training and development of human resources. We use proven, state-of-the-art mathematical and technical methods to provide organizations with a system that meets their needs in evaluating and developing human capital, in order to:

- ↳ increase productivity in your organization
- ↳ maintain personnel efficiency
- ↳ maximize the use of your time
- ↳ reduce turnover
- ↳ direct your training and development efforts
- ↳ improve the quality of hiring and management techniques

***THE RIGHT PERSON
IN
THE RIGHT PLACE
AT
THE RIGHT TIME***

TABLE OF CONTENTS

	<u>Page</u>
➤ The ProfileSoft System	1
➤ Instructions on use	2
➤ Skills and performance	3
➤ Predictor	6
➤ Interpretation	8

THE PROFILESOFT SYSTEM

The **PROFILESOFT SYSTEM** is a scientific tool for assessing and developing human potential. Designed to evaluate behaviour related to work performance, the ProfileSoft System is used by organizations to:

↳ Assess potential for purposes of:

- selection
- promotion
- transfer
- management

↳ Develop human resources

- training
 - communication
 - planning / strategy
 - management
 - supervision
- development
- motivation

↳ Predict performance

INSTRUCTIONS ON USE

Administration of questionnaire

The ProfileSoft questionnaire must be filled out in a place where there is no noise or interruption. Although there is no time limit, the whole questionnaire should be completed in 30 minutes.

- ✎ Ask the person to very carefully read the instructions in each section.
- ✎ Make sure that the person has well understood the instructions in each section.
- ✎ Place special emphasis on the description of trends:
 - 1 = disagreement and/or never (as the case may be)
 - 10 = agreement and/or always (as the case may be)
- ✎ Clearly indicate that only one single answer per question must be circled.
- ✎ Make it clear that there is no good or bad reply and that the best reply is always the one that first comes to mind.

Possible problems...!

Most people fill out the questionnaire in less than 30 minutes. If the person takes too much time:

- ✎ Make sure that he/she masters the language; the questionnaire is also available in French and Spanish.
- ✎ There is no need to reflect too long on each question. It is important to follow instructions and answer according to one's first impression.

Please note :

For each questionnaire, make sure that you properly fill out the information on Page 1.

Before returning it to ProfileSoft Inc. or to an authorized agent for processing, as the case may be, make sure that the person has answered the questions in all sections.

SKILLS AND PERFORMANCE

Surviving and performing in a competitive environment requires a minimum of skills.

Three components

After several thousands of assessments of people who “survive” and perform in their work environment, ProfileSoft Inc. has identified 3 essential components for performance.

What the person IS:

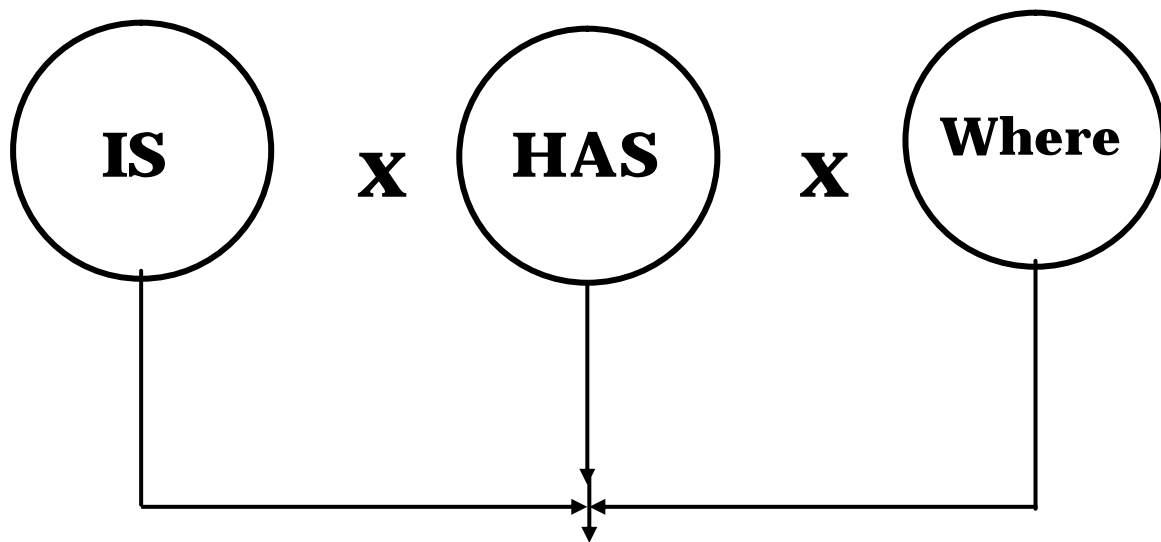
- key behaviours
- reflexes
- automatisms
- intrinsic values
- personality

What she HAS:

- levels of knowledge
- work experience
- skills mastered
 - mental
 - verbal
 - motor

The ENVIRONMENT where she is:

- organizational (structure, team, methods)
- personal (well-being, health, etc.)



What the person will do

These three components increase and constitute skills potential.

Skills potential

For instance, by measuring appropriate variables, an organization is able to determine a person's skills potential (that of an employee or a potential one) in order to assess what that person can do.

Skills vs performance

But good skills don't guarantee good performance. In order to assess performance in a traditional way, many different steps are involved and the cycle is long:

- with his/her skills potential, the person reacts to various work stimuli through activities;
- these activities are eventually transformed into results;
- in order to assess these results, the resources used to achieve them must be taken into consideration;
- and lastly, it is only by establishing ratios and standards of assessment;
- that performance can be assessed.

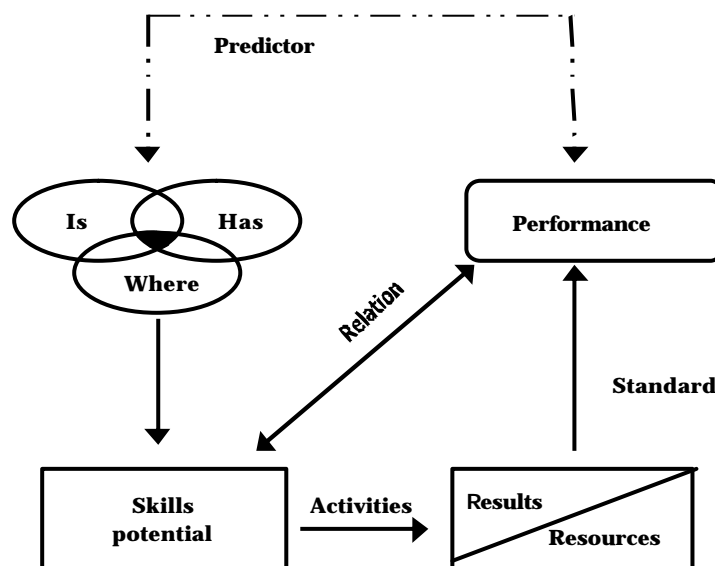
Predictor

Consequently, it is valuable to have a system of evaluation that can predict a person's performance without having to hire him/her, train him/her and try him/her out, with all the person-time that this requires and all the costs it incurs.

ProfileSoft System

Through scientific and technological innovation, ProfileSoft has therefore developed a system of evaluation that can:

- determine skills potential
- predict performance



ProfileSoft model

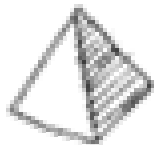
Based on our research, we have been able to identify five (5) categories of variables that are very closely related to work performance:



Entrepreneurship



Motivation



Leadership



Interaction style



Technical orientation

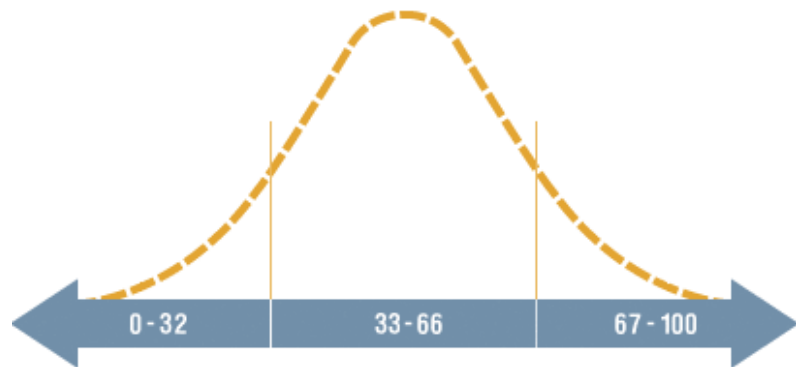
It is these variables that are used to calculate the performance predictor.

PREDICTOR

The predictor is a statistical estimator calculated with the results from the ProfileSoft questionnaire. It allows for:

- ↳ the identification of the type of line or staff functions that best suit the person;
- ↳ the prediction of the ability to perform in a competitive or non-competitive work environment.

PERCENTILES



0 to 32

People with these results are comfortable in staff positions. Their performance possibilities are very good in a non-competitive environment.

NOTE

It is more difficult for them to perform in line positions or in a competitive environment.

33 to 66

People with these results are comfortable in both line and staff positions. They are capable of performing in a competitive or non-competitive environment.

NOTE

They should assume:

- line positions in a non-competitive environment
- staff positions in a competitive environment.

67 to 100

People with these results are comfortable in line positions. Their performance possibilities are very good in a competitive environment.

NOTE

It is more difficult for them to perform in staff positions or in a non-competitive environment.

Entrepreneurship



Entrepreneurship measures a person's ability to:

- ↕ plan and organize his/her activities
- ↕ be self-managing
- ↕ develop work structures
- ↕ follow a procedure
- ↕ integrate into a structure
- ↕ withstand pressure

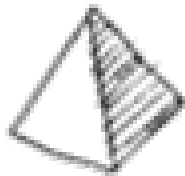
Motivation



Motivation measures a person's ability to:

- ↕ achieve results
- ↕ carry out activities
- ↕ take on challenges
- ↕ be of service
- ↕ perform

Leadership



Leadership measures a person's ability to:

- ↕ work independently
- ↕ work with others
- ↕ control his/her activities
- ↕ perform individually
- ↕ perform within a team

Interaction style



Interaction style measures:

- ↕ satisfaction derived from communicating with human beings
- ↕ style of approaching people
- ↕ interest in the human aspect of business
- ↕ ability to establish new contacts

Technical orientation



Technical orientation measures:

- ↕ satisfaction derived from technical learning
- ↕ interest in detail and precision
- ↕ interest in the technical or practical aspect of business
- ↕ ability to undergo technical training

ENTREPRENEURSHIP



A person's ability to:

- ↳ plan and organize his/her activities
- ↳ be self-managing
- ↳ develop work structures
- ↳ follow a procedure
- ↳ integrate into a structure
- ↳ withstand pressure



- ↳ Likes clear objectives
- ↳ Efficient within a structure
- ↳ Respects the rules and hierarchy
- ↳ Careful, conservative

- ↳ Sets his/her own objectives
- ↳ Develops his/her own structures
- ↳ Organizes himself/herself independently
- ↳ Looks ahead, anticipates, has flair

9 or less



People with these results look for a well-established, well-structured organization where plans are extremely well defined. An organization where they have constant feedback and where they are able to communicate regularly with their colleagues. They are comfortable in a context where the structures are rigid and where there is follow-up and coaching.

They dislike pressure and prefer harmony in their private lives and their careers. They are loyal and pleasant, and need to work with others, not alone.

They prefer specific activities that are part of a work plan to result-oriented activities. They want to know exactly what is expected of them.

NOTE

- ✍ They need a defined and structured work context in order to integrate into their job and perform.
- ✍ It is essential that their work be organized and planned.
- ✍ They may be uncomfortable as supervisors.

10 to 29



People with these results are very organized. They look for a positive atmosphere that encourages efficiency. A relaxed and harmonious milieu is important. They refer regularly to structure and work methods.

They are attentive to others, pleasant and thoughtful.

They faithfully respect work methods and procedures. They are uncomfortable where there is a lot of pressure, but react well to supervision.

They appreciate well-defined objectives, detailed tasks and work plans. They are efficient in a very structured and organized context.

NOTE

- ✍ They need help in planning and managing their activities.
- ✍ They must be encouraged to develop a detailed work plan.
- ✍ They must be integrated slowly, with gradual learning experiences.
- ✍ They show resistance to change: they must be introduced to change methodically.

30 to 49



People with these results work in an organized and structured manner. They are skilled at adapting themselves and at faithfully following a procedure. They integrate easily into an existing structure.

They are efficient in established and well-defined work situations. They are pleasant, thoughtful, calm and relaxed. They must be in harmony with their work environment in order to function effectively.

They require precise objectives and work plans. Experience and training in management and activity planning may be beneficial to them.

NOTE

- ✍ They need a structure in order to integrate into their job and be productive.
- ✍ They must learn to plan their time and activities, and to withstand the stress imposed by the structure that surrounds them.
- ✍ Regular supervision encourages their performance.
- ✍ They may be resistant to change: they adapt to change slowly.

50 to 69



People with these results are comfortable in an organization that has a history of growth, that retains its personnel, and, more specifically, that places a high value on talent. They use traditional methods to achieve their objectives. They strive to gradually develop their aptitudes for planning and organizing activities.

They are determined to achieve their objectives and show themselves to be competitive vis-à-vis their own performance standards. They conform to imposed performance standards. Their productivity may vary. They are positive and enterprising in specific situations. They are comfortable in an existing position and like specific objectives.

They are productive within a basic structure and well-organized activities. Training in management and activity planning may improve their performance. They accept minimum pressure and meet requirements.

NOTE

- ✍ Structure and support facilitate their integration process and their performance.
- ✍ Adequate supervision, not too much, not too little, is useful to them.
- ✍ An efficient and profitable work plan is necessary.

70 to 89



People with these results adapt well to an environment where there is a basic structure and minimum supervision. They are comfortable where there is room for personal initiative and where they can develop and use their talent and their planning and organizational skills.

They are self-assured, aggressive and rather creative in achieving their objectives. They are self-disciplined. They analyze and judge their performance. They are competitive vis-à-vis their own standards as well as those imposed on them.

Basic training and discipline in managing their time allow these people to create their work structure.

NOTE

- ✍ They are resistant to a rigid structure and must get involved personally in their work.
- ✍ Check their activity planning until they achieve concrete results.
- ✍ They need assistance in planning and organizing their activities at the beginning.

90 and over



People with these results are able to perform in an environment that is either structured or non-structured. They are comfortable where intense effort is required to maintain satisfaction. They are also at ease where there are plenty of opportunities to develop new business.

They devise exclusive methods to achieve their objectives. They develop planning and organizational skills of their own. They judge and analyze their effectiveness harshly. They are bold, determined, self-assured and very competitive.

Their potential as a supervisor and/or manager is excellent, since they are focused almost solely on attaining their goals.

NOTE

- ✍ They organize themselves independently and quickly reject supervision.
- ✍ Achieving their objectives can become more important than anything else.
- ✍ They can at times appear impolite and insensitive.

MOTIVATION



A person's ability to:

- ↪ achieve results
- ↪ carry out activities
- ↪ take on challenges
- ↪ be of service



↪ Oriented towards service and human aspects

↪ Long term

↪ Stable, predictable and tenacious

↪ Takes the required time

↪ Has values other than money

↪ Little tolerance of pressure

↪ Oriented towards results, challenges and success

↪ Short term

↪ Energetic, ambitious and persistent

↪ Always rushed

↪ Very motivated by money

↪ Good tolerance of pressure

9 or less



People with these results look for an environment where loyal service is recognized, appreciated and required. They are oriented almost exclusively towards improving the plight of others (quality of life).

They have the necessary ambition, energy and determination to follow work methods. They are very consistent, reliable, and not at all difficult.

They look for specific functions where results are not immediate. They are dedicated to the organization and to being of service.

NOTE

- ✍ They prefer to develop individuals rather than seek productivity and profitability.
- ✍ They do not accept pressure.
- ✍ They definitely require long-term objectives.

10 to 29



People with these results look for a variety of activities supported by general tasks. They are more comfortable with colleagues who are similar to themselves. They are persistent and oriented towards long-term projects.

They are calm, stable, loyal and predictable. They are motivated by factors other than financial gain and, as a result, are generally pillars of the community. They are stimulated by tasks that are new and somewhat different, and react well to supervision.

Assigned tasks are truly important to them and they prefer a stress-free environment. They like to get involved in a process of a social or human nature where they can improve quality of life. They derive satisfaction from work that is associated with performance methods or with the development of the abilities of others.

NOTE

- ✍ They do not withstand pressure well.
- ✍ Motivation factors help them develop skills, particularly during their integration period.
- ✍ They tend to feel rejected and react poorly to negative feedback.
- ✍ They need and react better to long-term objectives.
- ✍ They give more importance to human values than to achieving results.

30 to 49



People with these results look for an environment where the goals are useful for them and for the organization. They need a milieu that gives them an opportunity to invest their talent and energy in things other than money and standing. They want to take the time to accomplish what they have to do slowly and surely.

They are quite determined, tireless and ambitious. They attain their goals in a rather dynamic way. They want a calm, stable and secure lifestyle.

Achieving personal satisfaction and being of service to people are factors that motivate them. It is important for them to feel that they are contributing to the development of the people with whom they work. They need a combination of good income and security.

NOTE

- ↪ They are resistant to imposed pressure.
- ↪ They can be helped to set higher goals for themselves and persuaded to attain them.
- ↪ They must be integrated by people whose style resembles their own.
- ↪ They tend to draw out their integration period.
- ↪ They respond better to long-term objectives.

50 to 69



People with these results look for an environment where there are enough challenges to meet for it to be stimulating. The rewards must be satisfying monetarily and in terms of human values. They look for new successes to achieve.

They are guided by success and thrive in challenging situations. They are ambitious and energetic. Their degree of personal commitment is such that they get as much satisfaction from being of service as from achieving a result and obtaining additional income.

They look for additional challenges in their work environment. They accept established objectives and minimum pressure. They can occasionally perform very demanding tasks, especially if they combine productivity and human development.

NOTE

- ↪ They are obstinate and determined to achieve their results.
- ↪ Repetitive work bores them.
- ↪ They need to be integrated by people who are similar to themselves.
- ↪ They do not like to work under pressure.

70 to 89



People with these results look for a constantly changing environment. They undertake demanding activities where the financial rewards are very high. They like challenges and recognition, since they want to enhance their image.

They are tireless, dynamic, obstinate and eager. They are oriented towards results and anxious to achieve them.

They prefer short-term objectives where the financial rewards are substantial. They like to take on challenges that require them to be creative and demanding, and that involve a lot of pressure. For them, productivity is the key to success.

NOTE

- ✍ They may appear irritable and rebellious.
- ✍ They crave challenges and are impatient; their training and integration period must be extremely short.
- ✍ They are more success-oriented than people-oriented.

90 and over



People with these results look for an environment that is constantly evolving and that offers particularly stimulating challenges. They are motivated by work where there is constant pressure and where routine and repetitive tasks are non-existent.

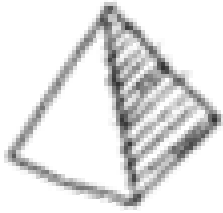
They are very ambitious, energetic, obstinate and definitely determined to succeed. They take on challenges for both personal satisfaction and financial gain. Stimuli motivate them and enable them to perform.

They are anxious to attain their goals and immediately pursue new short-term objectives. They prefer activities that involve substantial risks, that are very demanding and that offer very high financial rewards.

NOTE

- ✍ They constantly need new challenges to maximize their involvement.
- ✍ They are demanding of themselves and of others.
- ✍ They are strongly oriented towards achieving results and may appear aggressive.
- ✍ They tend to manage short term.

LEADERSHIP



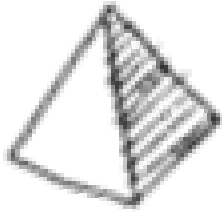
A person's ability to:

- ↪ work independently
- ↪ work with others
- ↪ control his/her activities
- ↪ perform individually
- ↪ perform with a team



- | | |
|------------------------------------|------------------------------------|
| ↪ Team player | ↪ Autonomous |
| ↪ Flexible and conciliatory | ↪ Independent, self-reliant |
| ↪ Stable and very cooperative | ↪ Creative |
| ↪ Team more important than results | ↪ Results more important than team |
| ↪ Knows how to delegate | ↪ Has difficulty delegating |

9 or less



People with these results look for an environment where the organization plays a key social role. They want the company to provide substantial service either to the employees, the customers or the general public.

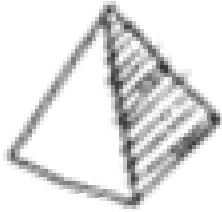
They are considerate and cooperative. They look for security and stability, and react very well to supervision. They excel in activities that contribute to the smooth running of the organization and they conform to its standards.

They are flexible and have a talent for teamwork. They look for a job where the plans are detailed and where they can refer to existing supports. They can manage people who are similar to themselves and who are part of a team.

NOTE

- ↪ Their integration program must be personalized.
- ↪ They have difficulty managing people who are independent and autonomous.
- ↪ They tend to draw out their integration period.
- ↪ They can be dependent on the people around them.

10 to 29



People with these results look for teamwork that is supported by creative elements. They want an environment that they admire and that respects them, in return. They must respect the organization's products and services in order to perform.

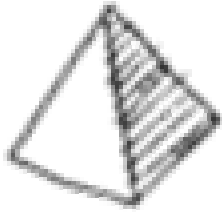
They are conscientious, helpful and cooperative. They are very attentive to others. They are faithful, they follow the established rules and value security. They react well to supervision. They prefer working in teams and can manage team members.

A stable job is ideal for these people. They prefer an organization that provides a service to society. They derive satisfaction from the fulfilment of tasks.

NOTE

- ↪ An integration program allows them to be sufficiently independent to perform well within a team.
- ↪ They tend to draw out their integration period, which could create a situation of dependence.
- ↪ They may be a bit too accommodating.

30 to 49



People with these results prefer a group environment made up of people who are similar to themselves. The group and the work must be stable. They look for an environment that they respect for the quality of work accomplished.

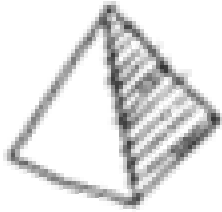
These people are loyal, considerate, attentive and cooperative. They accept a certain amount of supervision and can sometimes manage a group of people who like to be part of a work team. They make individual efforts to attain the team's goals.

They look for a job where they can enjoy a bit of independence in a well-organized team. They are comfortable where they can, on occasion, play a leadership role without, however, assuming full responsibility.

NOTE

- ✍ They must feel that they are part of the team and that the objectives are their own.
- ✍ They must develop their independence during the integration period.
- ✍ They like to be recognized and rewarded for their commitment.

50 to 69



People with these results look for supervision that allows them to acquire and develop a certain freedom of action. They can work alone or as part of a team. Occasionally, they contribute innovative elements that show their personal initiative.

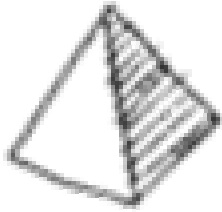
They are determined and demanding. They develop practical alternatives to achieve their objectives. They look for responsibilities and demonstrate a certain level of independence. They are flexible enough to effectively supervise both independent people and team members.

They need responsibilities to perform and can be supervised from a distance. Work that regularly combines independence and team spirit is preferable for them.

NOTE

- ↪ Detailed work bores them.
- ↪ They need a certain freedom of action.
- ↪ Their integration program must be varied, interesting, and both theoretical and practical.

70 to 89



People with these results require considerable freedom of action. They want to innovate their work methods using their creativity. They prefer minimum supervision and want to develop practical ways of achieving their objectives.

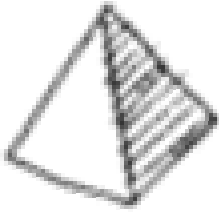
They are independent, determined and demanding. They work better with people who are similar to themselves. They are flexible with team members.

They want a job where they can develop their abilities through additional responsibilities. They look for work where there is control and supervision, but where freedom of action is given to those who perform well.

NOTE

- ↳ They need an integration program adapted to their pace.
- ↳ Minimum supervision is sufficient.
- ↳ It is important to ensure that they are on the right track.

90 and over



People with these results look for complete freedom of action. They perform without supervision.

They are extremely independent, obstinate and difficult to please. They constantly innovate their work methods and strive to develop their skills.

They are very creative and want to be free to act as they please. The people around them must operate on their own and independently.

NOTE

- ✍ They must be integrated quickly, with a minimum of supervision.
- ✍ Complete freedom of action enhances their creativity.
- ✍ It is best to ensure that they are more or less on the right track, and not completely off course.
- ✍ They appear stubborn and difficult to supervise.

INTERACTION STYLE



Measures:

- ↪ satisfaction derived from communicating with human beings
- ↪ style of approaching people
- ↪ interest in the human aspect of business
- ↪ ability to establish new contacts



- ↪ Reserved
- ↪ Needs time to develop new relationships
- ↪ Listens, questions
- ↪ Chooses the people he/she wishes to deal with, selective

- ↪ Sociable, enthusiastic
- ↪ Very comfortable with new contacts
- ↪ Public relations
- ↪ Comfortable with everyone

9 or less



People with these results are more comfortable in an environment that does not focus too much on interaction with people. They do not necessarily seek human contact.

They derive little satisfaction from contacts they develop through their job. They like personal contact with close friends.

They are comfortable in a job where social interaction and meetings are not necessary.

NOTE

- ↳ They have difficulty developing verbal skills.
- ↳ They can appear indifferent to the people around them.

10 to 29



People with these results are more comfortable in an environment where there is little human contact. They listen more than they talk; this is their way of communicating.

They have average interaction skills, but they prefer personal contact with small groups.

They prefer work that calls for skills other than verbal. They look for situations where they can learn new technical skills.

NOTE

- ↳ They must develop interaction skills.
- ↳ Their integration program must be very practical.
- ↳ They may have difficulty developing verbal skills.

30 to 49



People with these results are more comfortable in an environment where there is a bit of human contact. They look for a milieu where just enough emphasis is placed on interaction with people.

They have average interaction skills, but like social interaction. They prefer personal contact with a small team, or with people they know.

They prefer a job that allows them to both establish new contacts and utilize their technical knowledge.

NOTE

- ↪ Their integration program must be practical.
- ↪ Their integration process is facilitated by interpersonal communication techniques.

50 to 69



People with these results value social interaction. However, this interaction can be more or less frequent.

They are sometimes uncomfortable when they meet people for the first time or undertake new activities. They are enthusiastic, jovial and spirited. They combine two approaches: that of a technical expert and that of someone who manages and deals with people on an individual basis.

They look for work where there is enough contact with people and a limited number of exchanges with new people. They prefer to use their knowledge rather than social interaction to achieve their objectives.

NOTE

- ↳ They need assistance from their colleagues and supervisor in order to integrate into their job.
- ↳ They often attain their goals through individual contacts.

70 to 89



People with these results like to enhance their image and that of their organization. They like to develop many contacts and constantly seek feedback through people's reactions.

They like interaction and individual contacts. They are pleasant, sincere and full of life. They use persuasion to manage people on an individual basis.

They prefer to achieve their objectives through their relationships and friends. They derive satisfaction from performing tasks with people.

NOTE

- ✍ They need constant contact with new people.
- ✍ During the integration period, they are motivated by the acceptance of their work colleagues.
- ✍ Their colleagues must be similar to themselves.

90 and over



People with these results like social interaction. They look for an environment where verbal skills and personal interaction are essential.

They are pleasant, entertaining, cordial, sincere and full of life. They can communicate with a wide variety of people in different functions. They are comfortable with new people from the start and make new acquaintances easily. They use persuasion to manage people.

They do not like repetitive work. They need a job that requires a lot of contact with new people.

NOTE

- ↪ They must not be in a situation where there is no human contact.
- ↪ Their need for human contact may hinder their performance, especially if their work requires a lot of attention.
- ↪ They tend to talk rather than listen.

TECHNICAL ORIENTATION



Measures:

- ↪ satisfaction derived from technical learning
- ↪ interest in detail and precision
- ↪ interest in the technical or practical aspect of business
- ↪ ability to undergo technical training



↪ Practical

↪ Stimulated by practical learning

↪ Not stimulated by detailed work

↪ Prefers concrete tasks

↪ Interest in the practical aspect of business

↪ Analytical

↪ Stimulated by technical learning

↪ Likes detail and precision

↪ Likes solving complex and abstract problems

↪ Interest in the technical aspect of business

9 or less



People with these results look for an environment that requires virtually no technical or analytical interest, but that offers practical tasks.

They achieve their objectives through their interpersonal relations skills rather than their technical skills.

They look for a job where the applications are concrete. They are stimulated by work that requires practical and concrete learning.

NOTE

- ↳ They are not attracted by detailed work.
- ↳ They are not stimulated by anything very theoretical.
- ↳ They require follow-up for precision work.

10 to 29



People with these results look for an environment where there is practical learning.

They are not stimulated by detailed work. They are definitely more inclined towards practical aspects than conceptual aspects.

They look for work that involves concrete tasks and that does not exclusively call upon their technical skills. They are not very motivated by theoretical learning.

NOTE

- ↳ They need assistance for detailed work.
- ↳ Their integration program must include practical learning.
- ↳ They must progress at their own pace.
- ↳ They may have difficulty conversing technically and carrying out technical functions.

30 to 49



People with these results look for an environment where there is little technical learning. They prefer a milieu where the requirements are of a practical nature.

They are not stimulated by detailed work if they do not see its practical application.

They prefer a job where the tasks are practical. A job that involves both establishing new contacts and using their knowledge and skills suits them best.

NOTE

- ↳ They require a method or assistance for detailed work.
- ↳ They may encounter difficulties carrying out very technical functions.
- ↳ They have difficulty conversing technically with their colleagues.
- ↳ They must be integrated at their own pace in order to put the new learning into practice.

50 to 69



People with these results look for a work environment where there is a fair amount of technical learning and knowledge. They can combine a technical approach with that of managing people on an individual basis.

They are attracted by intellectual challenges that have a concrete use. They are cautious and realistic. They can sometimes become technical experts.

A job where there is technical learning suits them. They are attracted by work that requires intellectual and conceptual problem-solving.

NOTE

- ↪ Their integration program must be practical.
- ↪ They do not like to be integrated too rapidly.
- ↪ They must be given the time for technical learning.

70 to 89



People with these results like an environment where there are technical learning requirements. They look for a milieu that offers intellectual challenges.

They are motivated by technical tasks. They are rational, factual and precise. They have a gift for specialized functions that require meticulousness.

They look for work that allows them to be creative and put their ideas into action. They are stimulated by a job that requires precision. They like to solve intellectual and conceptual problems.

NOTE

- ✦ They consider an integration program a positive experience; make sure that it is.
- ✦ In terms of interaction, their integration period may be a little longer than expected.

90 and over



People with these results need an environment where technical learning is very important and essential to their performance. They have a talent for acquiring specialized knowledge in a specific field.

They are very rational, analytical and precise. They achieve their objectives through a logical approach. They meticulously study the facts, ideas and concepts related to them.

They look for intellectual challenges where they can solve mental problems. They want a job where the technical and analytical aspects lead to many discoveries. They want to learn new things and develop themselves.

NOTE

- ↳ They may be much too meticulous for the requirements of the job.
- ↳ They may at times appear distant or secretive.
- ↳ They may need to develop interpersonal skills.