

# Understanding and Using The ProfileXT

In the business world, where it is so easy to duplicate products and undercut prices, the key strategic advantage for most companies is the performance of their employees. Employees who are well matched to their position have higher attendance records, less turnover, higher job satisfaction and superior job performance. Both the employee and the employer share the benefits of enhanced person-job fit.

As part of the Profiles International, Inc. line of products for employers, The ProfileXT™ is designed to facilitate achieving the best possible job fit. Our clients use The ProfileXT to develop effective work teams, design optimal training programs based on the trainees' style of learning, help supervisors determine which approach will work best when working with a particular employee, and help develop succession plans, etc. The ProfileXT is a psychometric instrument whose roots extend over the last twenty-five years. More than one hundred and sixteen thousand job applicants and incumbents have participated in its development. These sample groups represent a diverse cross section of ages, ethnic groups, income levels, educational levels, job titles, companies and industries. The ProfileXT is the product of collaboration between several test development psychologists and specialists coordinated by Profiles International, Inc.

The ProfileXT investigates several areas (Behavioral Traits, Occupational Interests, and Thinking Style) as a part of evaluating how an individual fits into a particular job. All of these areas, however, are not always required to differentiate between those who will do well in a position and those who may be overly challenged by that same position. All three areas may be important for some job patterns, though generally only one or two may stand out for a given job match situation. By reviewing broad areas of occupational interests, behavioral traits and thinking style, we expand our ability to discover which areas will be most effective in determining job fit for a given position. By attending to each of the three areas, we enhance the opportunity to identify the factors that will lead to the best job fit.

## THE JOB MATCH PATTERN

The job match process represents an effective approach that minimizes the time required to efficiently describe jobs, people, and matches. Once we have an awareness of what is necessary for success in a position, we can build a Job Match Pattern for each factor. The pattern consists of a range along each scale where the scores of the most effective performers tend to fall. Because they are

not absolute, the typical pattern will be three to five units wide. The farther outside this range (job pattern) a score falls, the less likely there will be a good fit of that individual to the job in regard to that particular factor. In the reports, job match is reported as a percent match to a specific job pattern. This will be discussed in more detail shortly.

By using a job pattern, it becomes easy to quickly identify where individuals will tend to fit well into positions, and where they might have adjustments to make. This information is important for both job placement and job training.

We have been asked: "Can we use small samples to build patterns or do we need very large samples?" The answer is that in the real world, you use what you have available. While it would be great to have large numbers of workers who represent each level of competency within each job, that is very often not possible. Even with a small sample, you will have a good place to start the process and an approach that will allow you to further refine the job pattern with ongoing evaluation.

Once a job pattern is developed and placed into use, it is appropriate to continue to improve/modify the pattern, as more empirical data becomes available. Each job pattern is reviewed in light of the most recent data on a regular basis. As the composition of the top performers is reviewed and adjusted, the job match pattern may be adjusted accordingly. It is important for a business to continually maintain the job relevance of the process by which employees are placed.

The scores on each scale are reported on a STEN scale starting with a one at the low end and going to a ten on the high end. The raw scores have been normed so that the distribution of scores for the typical working population will fall on each scale with a normal distribution. In other words, on each scale about 2/3rds of the scores will fall at 4, 5, 6 or 7, and as you move toward either end of the scale, the frequency of scores will taper off.

The following instruments use job match patterns: The Profile, the ProfileXT, Profiles Sales Indicator, Customer Service Perspective and the Call Center Survey.

## ***USING JOB MATCH PATTERNS***

Once a good Job Match Pattern has been established, it may be used to evaluate the match to that job for anyone who has taken the **ProfileXT**. The Job Match Pattern is composed of a range of scores for each scale. This range represents the area where those who are expected to fit most easily into the job will score. The farther outside this range (pattern) a score falls, the less likely there will be a good fit of that individual to the job in regard to that particular factor. As mentioned earlier, job match is reported as a percent match to a specific job pattern.

The range of reported job matches will be from 25% to 95%. A match will be provided for each of the three sections (Thinking Style, Occupational Information, and Behavioral Traits), and for the total match. The higher the match reported, the higher the expectancy that individual will fit well into the job under consideration. While this job pattern approach to matching individuals to a job provides information of great value and should be a major part of the placement decision, remember that the results from any assessment should never make up more than a third of the final decision. This is especially true when accurate job performance information is available on existing employees.

### ***METHODS FOR BUILDING A JOB MATCH PATTERN WITH THE PXT***

**A. Concurrent Study** – This approach is utilized when ProfileXT results for three or more top performers are available. When utilizing the software, use the job pattern submenu to indicate the top performers. The computer then builds the pattern from that information. The pattern can then be carefully reviewed to “fine tune” it to fit your situation.

**B. Existing Job Match Patterns** – The ProfileXT can be utilized with patterns available from our website’s Preliminary Pattern Library, a pattern transferred from The Profile or a pattern transferred from another office and verified to apply to your work setting. Once built, a Job Match Pattern may be edited manually.

**C. Combination** – A Concurrent Study may be used with an Existing Job Match Pattern to build a new pattern.

**D. Job Analysis Survey** – One or more Job Analysis Surveys are completed by those who supervise the position in question and are also very familiar with what is required to perform successfully in that position. The Job Analysis Survey consists of 57 questions that identify activities on the job. Once completed, the Job Analysis Surveys are entered into the software so they may be combined with input from other sources (existing patterns, concurrent studies or both). A job pattern can be developed from these results. One or more Job Analysis Surveys may be used.

## **THE PROFILE XT REPORTS**

### ***REPORTS AVAILABLE FROM THE PROFILE XT***

**A. The Placement report** is typically utilized when trying to identify how well a person will fit into a given position. Where they are outside of the Job Pattern, interview questions are suggested.

**B. The Coaching report** is similar to the placement report in that it matches an individual’s actual results to a job pattern. However, in the Coaching Report,

instead of interview questions, suggestions are available for managing the employee when they score outside the Job Match Pattern.

**C. The Individual report** is generally the report that is shared with the individual who took the assessment. This report indicates the score on each individual scale and also provides a description of what those scores suggest. There is no reference to any specific job pattern.

**D. The Succession Planning report** allows the matching of one individual to several Job Match Patterns. This facilitates an understanding of where the best job fit might be expected, both now and in the future.

**E. The Candidate Matching report** shows the results of comparing several candidates to an established Job Match Pattern. A percentage score indicates each candidate's match with the established pattern.

**F. The Job Profile Summary report** is utilized to have a quick look on how well an individual fits into a particular job pattern. It reports the individual scores against that job pattern and gives a brief statement for each. There are no interview questions provided with this report.

**G. The Job Summary Graph report** is a single page summary with the graphs from the Placement report. Shown are the individual's scores and a selected job match pattern.

**H. The Job Analysis Report** may be produced for any established job pattern. The report includes a Job Pattern Graph and an optional **Job Pattern Description** describing an individual who would be effective in that position.

## ***READING THE REPORTS***

**The ProfileXT** reports are presented clearly and do not require interpretation beyond the printed reports. The use of business language helps for an easy understanding. All reports present the results in tables as well as in words. When a Job Match Pattern is utilized, the individual scores are presented in relationship to that job pattern. On individual reports, only the individual scores are represented. The scores are shown for all three areas: Thinking Style, Occupational Interest and Behavioral Tendencies.

To truly understand the report it is necessary to read the words as well as review the graph. The percentage match for each of the three sections indicates how easily you can expect the individual to fit into the job in question. The overall job match reflects the accumulation of all three of the subsections.

The reports are written in clear language and an attempt is made for them to be as positive as possible. If the results of the assessment are going to be shared with the person after they complete it, only the individual reports should be considered for this use. The actual job match patterns the company has developed are proprietary information and are not typically shared outside of the company. Your Profiles International, Inc. representative is an outstanding resource for understanding how to utilize the reports.

## **A BRIEF REVIEW OF THE PROFILE XT SCALES**

### ***THINKING STYLE SCALES***

A primary resource for learning is the ability to process information coming from the environment. In most training situations, the information is in the form of either words or numbers. Each of the four Thinking Style sub-sections measures an aspect of understanding words or numbers and using each as a part of the reasoning process. They form the foundation of almost all problem solving, communication, interaction, and learning skills that are used on the job. The Learning Index score in the Thinking Style section is a composite of four subscales:

Verbal Skill, Verbal Reasoning, Numerical Ability and Numeric Reasoning. It is an index of expected learning, reasoning and problem solving ability. Typically, the more easily an individual processes information, the greater the pace at which they may learn those skills that are used on the job. Often, maximizing that learning means finding the approach that will make the most of their available learning skills.

- 1. Learning Index** – an index of expected learning, reasoning and problem solving potential; a composite of the scores for Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- 2. Verbal Skill** – a measure of verbal skill through vocabulary.
- 3. Verbal Reasoning** – using words as a basis in reasoning and problem solving.
- 4. Numerical Ability** – a measure of numeric calculation ability.
- 5. Numeric Reasoning** – using numbers as a basis in reasoning and problem solving.

### ***OCCUPATIONAL INTERESTS***

Six occupational interest areas have been determined to aid in predicting motivation and satisfaction in various job positions. Each interest area defines a category of characteristics that identify the unique aspects of work environments. The theories of Dr. John L. Holland were an essential guide for the development and interpretation of these Occupational Interest Themes.

- 6. Enterprising** – indicates an interest in occupations in which one uses persuasiveness and enjoys presenting plans.

*Characterized by interest in:*

*Persuading others*

*Sales activities*

*Profit-oriented activities*

Representative occupations that tend to share this interest include: chamber of commerce executives, management consultants, sales engineers, sales representatives, entrepreneurs and business owners.

**7. Financial/Administrative** – indicates interest in occupations in which one works with financial data, business systems, administrative procedures, etc.

*Characterized by interest in:*

*Financial tasks*

*Administration*

*Organization*

*Office work*

*Business procedures*

Representative occupations that tend to share this interest include: bankers, attorneys, historians, journalists, freelance writers, economists, administrative managers and factory managers.

**8. People Service** – indicates interest in occupations in which one helps people and is concerned with the welfare of others.

*Characterized by interest in:*

*Facilitating those in need*

*Helping others*

*Community service*

*Working with people*

Representative occupations that tend to share this interest include: social workers, psychologists, social welfare directors, employment counselors, labor relations managers, employment managers, HR professionals and college professors.

**9. Technical** – indicates interest in occupations in which one centers on scientific and technical activities, research and intellectual skills.

*Characterized by interest in:*

*Working with data*

*Scientific study*

*Research methods*

Representative occupations that tend to share this interest include: physicists, mathematicians, statisticians, engineers, computer programmers, inventors and research analysts.

**10. Mechanical** – indicates interest in occupations in which one works with tools, equipment and machinery.

*Characterized by interest in:*

Being physical

Working with things

Working with machines, tools or equipment

Representative occupations that tend to share this interest include: production managers, heavy equipment operators, machinery designers, engineers, recreation directors, farmers and athletic coaches

**11. Creative** – indicates interest in occupations in which one is typically imaginative, original and innovative.

*Characterized by interest in:*

Aesthetics

Creative expression

Innovation

Representative occupations that tend to share this interest include: fine artists, writers, journalists, PR consultants, chefs and advertisers

## ***BEHAVIORAL TRAITS***

Behavioral Traits help define who we are by influencing the behaviors that we exhibit. As the strengths and combinations of our behavioral traits vary, so do our behaviors. **The ProfileXT** assesses some of the traits that have been shown to be important in business settings. A brief description for each behavioral trait is provided here.

**12. Energy Level** – measures a person's tendency to be self-motivated, energetic, to show a high sense of urgency and a capacity for a fast pace.

### **A. High Scores**

Self starter

Multi-tasked

Self-motivated

### **B. Low Scores**

Patient

Good with methodical processes

Good task focus

**13. Assertiveness** – measures a person's general tendency to take charge, to be the leader.

### **A. High Scores**

Comfortable with self expression and leadership

Competitive  
Achievement oriented

**B. Low Scores**

Willing to accept a leader  
Diplomatic  
Low need to control others

**14. Sociability** – measures a person's general tendency to be people oriented, to be socially active and group-oriented.

**A. High Scores**

Conversational  
People oriented  
Comfortable with working in a group setting

**B. Low Scores**

Avoids small talk  
Keeps to one's self  
Will not become frustrated by a lack of social contact

**15. Manageability** – measures the tendency to follow policies, accept external controls and supervision, and work within the rules.

**A. High Scores**

Compliant and agreeable  
Works within the rules  
Comfortable with authority

**B. Low Scores**

Can be cautious with authority figures  
Tends to defend point of view  
Willing to question when not in agreement

**16. Attitude** – measures a person's general tendency to have a positive attitude.

**A. High Scores**

Optimistic  
Trusting  
Relaxed social style

**B. Low Scores**

Sometimes skeptical  
Can be critical of others  
Often vigilant

**17. Decisiveness** – uses the available information to make decisions quickly.

### **A. High Scores**

Moves quickly when making decisions  
Accepts risk in most situations

### **B. Low Scores**

Not typically impulsive  
Prefers a Methodical approach  
Analyzes before making a decision

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**18. Accommodating** – measures a person's general tendency to be friendly, helpful and agreeable. To be a team person.

### **A. High Scores**

- Cooperative
- Harmonious
- Likeable

### **B. Low Scores**

Can seem too firm  
May be disagreeable on occasion  
Will not typically follow the group, just to get along with others

**19. Independence** – measures a person's general tendency to make their own decisions, to be self reliant, to take independent action.

### **A. High Scores**

Adventurous  
Slow to follow  
Likes to set own direction

### **B. Low Scores**

May seek support  
Cautious or reserved  
Accepts supervision easily

**20. Objective Judgment** – measures a person's general tendency to be objective in decision-making.

### **A. High Scores**

Comfortable with a logical approach  
Unemotional thinking

### **B. Low Scores**

Subjective  
Will follow a hunch  
Not overly bound by systematic thinking

## ***THE DISTORTION SCALE***

The Distortion scale deals with how candid and frank the respondent was while taking Part One of the assessment. The lower the score, the greater the level of concern that the responses may have been distorted. The distortion score refers to the reliability of the results, not the honesty of the individual. A low score would suggest that the individual might have distorted their responses. This could possibly happen because of an attempt to portray a picture of how they would like to be seen, rather than an accurate picture of how they are. The distortion score should not be used as a basis for disqualification of an individual.

### ***WHAT THE DISTORTION SCORE SUGGESTS***

The Distortion Scale ranges from 1 to 10.

Scores of 7, 8, 9, or 10 indicate that no obvious distortion was detected.

Scores of 3, 4, 5, or 6 indicate the report may have a somewhat “polished” version of reality.

Scores of 1 or 2 indicate information in the report should probably not be used in the decision-making process for that individual. Rather, other factors and information should be used to make this decision.