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Report Prepared for: FAI Complimentary MERIT Profile

Applicant Name: TAYLOR SAMPLE

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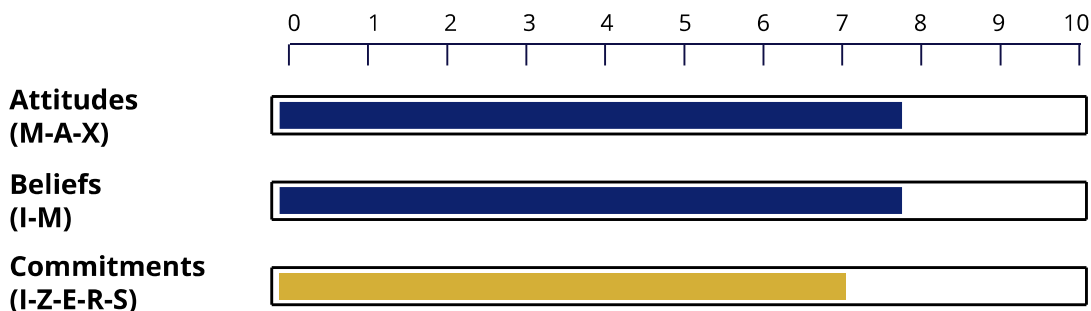


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Status Indicator 1

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.

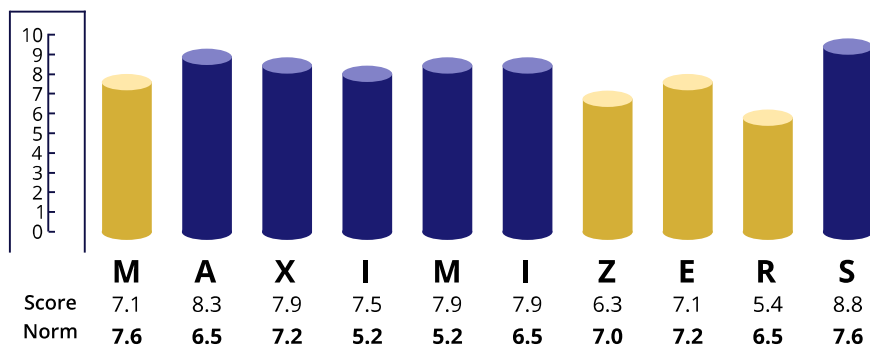
Belief describes a person's mental framework where they have formed opinions, judgments and acceptance of what is true.

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.



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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SECTION II: MAXIMIZERS™ Character Competencies Definitions

In this report, character competencies are grouped as attitudes, beliefs and commitments that tend to result in behavior patterns. There are 10 of these character competencies, referred to as the MAXIMIZERS. Following are basic definitions for each of these competencies. These are not descriptions of this particular participant, but simply a general indication of what high and low scores mean.



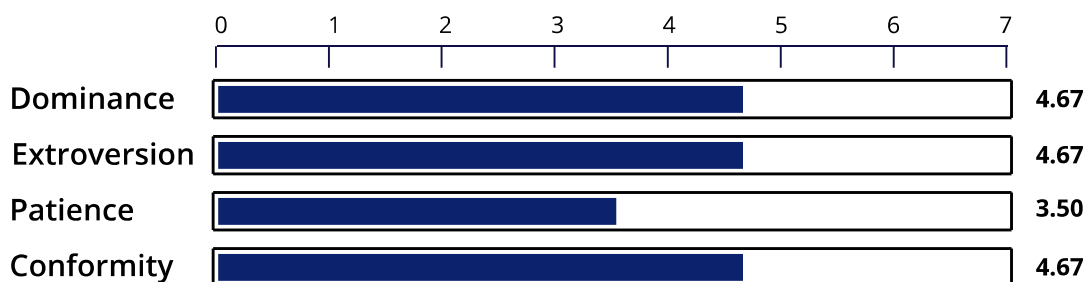
Character Competency	Meaning of Scores
M ake Things Happen	High: Demonstrates initiative and personal discipline Low: Prefers to follow others and minimize pressure on self
A chieve Personal Significance	High: Demonstrates a healthy self-awareness Low: May struggle with awareness of strengths and weaknesses
X Out The Negatives	High: Maintains a balance of critical thinking and positive attitude Low: Tends to struggle with handling adversity well
I nternalize Right Principles	High: Shows consistent behavior aligned with personal beliefs Low: Does not appear to hold to a particular set of core values
M arch To A Mission	High: Maintains a sense of personal mission and devotes energy to it Low: Lacks any significant life goals or sense of purpose
I ntegrate All Of Life	High: Maintains a balanced personal and professional life Low: Tends to give insufficient attention to some dimensions of life
Z ero In On Caring For People	High: Has a strong orientation to building good relationships Low: Is more focused on self than others
E nergize Internally	High: Probably seen as a person motivated by an inner strength Low: May focus more on outward qualities than innate traits
R ealign Rigorously	High: Tends to embrace change readily and tackle challenges Low: Is likely to avoid risk and resist change
S tay The Course	High: Will persevere through hard times to pursue worthy goals Low: May give up easily when faced with obstacles



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SECTION III: Behavior Summary

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.



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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, Rachel 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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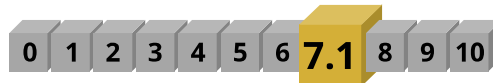
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Attitudes Summary

We use the word attitude to describe a person's pattern of emotions and actions that indicates their mental state and disposition. For example, an attitude of personal responsibility is generally reflected in behaviors that express initiative and ownership. The three core character competencies that make up this Attitude Summary within MERIT Profile are shown below. On the pages that follow you will find more detailed descriptions of the behavior patterns supporting the scores below.

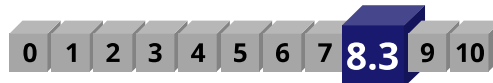
Make Things Happen

An attitude of proactive habit development and personal discipline.



Achieve Personal Significance

Healthy self-concept based on an awareness of strengths and development needs.



X-Out the Negatives

A positive, action-oriented response to fears, difficulties and problems.



Beliefs Summary

We use the word beliefs to describe the aspect of our mental framework where we have formed our opinions, judgments and acceptance of what is true. These beliefs result in personal values that are demonstrated in certain behaviors. For example, if a person believes that honesty is always important, that person will likely value truthfulness in others and develop trust along those lines. The two core character competencies that make up the Beliefs Summary within MERIT Profile are shown below.

Internalize Right Principles

Articulating a personal value system and consistently living in the light of that system.



March to a Mission

The tendency to live with and make choices supporting a sense of purpose in life.





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Commitments Summary

We use the word commitments to describe the character competencies that tend to bind oneself to a certain line of conduct. A commitment is essentially a mental framework in which a person makes choices to act in a certain and consistent manner that is aligned with their attitudes and beliefs. For example, an attitude of placing value on group unity should naturally result in a commitment to building effective working relationships. The five core character competencies that make up the Commitment Summary within the MERIT Profile are shown below.

Integrate All of Life

Achieving well-being through balanced attention to all vital areas of life.



Zero In on Caring for People

The ability to effectively related to others through listening and building trust.



Energize Internally

An inner strength that sustains thinking and actions that results in positive character.



Realign Rigorously

Fortitude to be ready to adjust to circumstances and change actions when required.



Stay the Course

Perseverance and focus through challenging situations.



On the pages that follow you will find more detailed descriptions of the behavior patterns supporting the scores above.



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SECTION V: Character Competencies At Or Above The Norm Line

The scores for the following character competencies are all **at or above** the norm line for this individual. This indicates that these character competencies may be personal strengths that result in healthy behavior patterns.

Stay the Course

Perseverance and focus through challenging situations.



Norm : 7.6

Personal Norm : 7.1

Score : 8.8

- Taylor will typically work through challenges to get things done. Sometimes this effort will slow unless there are clear rewards.
- There will be times when Taylor can lead a project and direct others toward a goal as long as the efforts required are reasonable and will be appreciated.
- Taylor likely understands the personal tendencies that might work against achieving a desired result. Taylor will make an effort to overcome those things so the goal can be reached.
- Circumstances may occasionally prevent Taylor from achieving certain goals. Taylor is probably going to be responsive to external rewards designed to encourage perseverance.
- Taylor has the ability to learn from adversity some of the time and can usually take those experiences and apply them to future challenges.

Achieve Personal Significance

Healthy self-concept based on an awareness of strengths and development needs.



Norm : 6.5

Personal Norm : 7.1

Score : 8.3

- Taylor will likely strive to be involved in things that can have a positive impact on people or situations and result in being noticed.
- Taylor probably has a reasonably good grasp of personal strengths and areas for development and can make choices to get involved in personal growth based on this awareness.
- Rather than focusing mostly on the present, Taylor can think toward the future and making things better than they are presently.
- Taylor has a healthy desire to grow professionally and this probably results in being comfortable with performance-related feedback.
- Taylor is able to influence others by being genuine and caring. This personal style will probably garner respect from others when Taylor offers opinions and assistance on important matters.



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X-Out the Negatives

A positive, action-oriented response to fears, difficulties and problems.



Norm : 7.2

Personal Norm : 7.1

Score : 7.9

- Taylor can handle most complicated situations when it comes to solving problems, making decisions, and taking appropriate actions.
- Others would tend to view Taylor as a happy, well-adjusted person who generally does not become discouraged when circumstances are challenging.
- Rachel's view of dealing with difficulties can be summed up as, 'Take them as they come and do the best you can.' In most cases Taylor will grow from what is learned during challenging situations
- Taylor has a reasonably good ability to learn from mistakes and not repeat them.
- Taylor can usually generate problem-solving options within a group whenever obstacles are encountered.

Integrate All of Life

Achieving well-being through balanced attention to all vital areas of life.



Norm : 6.5

Personal Norm : 7.1

Score : 7.9

- Taylor generally maintains a balance of personal and professional priorities. Rachel can set priorities and stick with them while giving adequate attention to most areas of life.
- Setting priorities is something Taylor can do where necessary since that process helps Taylor to keep the important things on track as well as conserve energy.
- The way that Taylor structures things points to a tendency toward some personal life planning. It would be unusual for Taylor to manage time or activities without some level of discipline.
- Taylor would be much less likely to act on impulse than to consider options before taking action, especially concerning important matters.
- Taylor may have a wide range of interests and friends which likely results in a commitment to numerous activities that are enjoyable and personally enriching.



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March to a Mission

The tendency to live with and make choices supporting a sense of purpose in life.



Norm : 5.2

Personal Norm : 7.1

Score : 7.9

- Taylor has developed a fairly strong sense of a personal mission. This should be evident in the choices Taylor makes about the use of time and resources.
- Taylor is usually an industrious person and goal-driven. Taylor may be unable to fully relax from pursuing all of the things that are viewed as important.
- Taylor can probably talk about some long-term plans that relate to life-long goals instead of just a 'here and now' perspective on life.
- Taylor would rather have some long-range objectives and clear targets to pursue than just taking life a day at a time.
- Taylor probably puts a higher value on relationships with people who are goal-oriented and may not invest as much effort in developing such relationships with people who are not.

Internalize Right Principles

Articulating a personal value system and consistently living in the light of that system.



Norm : 5.2

Personal Norm : 7.1

Score : 7.5

- Taylor will consider some personal moral values to be very important and will normally behave in a manner that makes those values obvious and actualized.
- Taylor would not be likely to bend principles for personal gain and may challenge other people who demonstrate such a pattern in their behavior.
- Others will describe Taylor as someone who has a well developed sense of right and wrong. This attitude will tend to cause Taylor to aspire to higher standards than just what is legally permissible.
- Rachel's life experiences have contributed to a well-defined view of 'absolutes' in such a way that personal convictions come through very strong. Taylor will likely articulate these views with some assertiveness.
- Rachel's self perception is that of having a stronger moral compass than others; i.e., someone whomakes choices based on relatively high standards of personal integrity.



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SECTION VI: Character Competencies Below the Norm Line

The scores for the following character competencies are all below the norm line for this individual. This indicates that these character competencies are likely development needs that should be explored.

Energize Internally

An inner strength that sustains thinking and actions that results in positive character.



Norm : 7.2

Personal Norm : 7.1

Score : 7.1

- Taylor may tend to focus a little more on the outward signs of success rather than viewing ultimate success as something that flows out of cultivating an inner life.
- Rachel will be more likely to sustain a commitment to an activity if the rewards are tangible instead of simply because those activities were just 'the right thing to do.'
- The goals and objectives that Taylor pursues may reflect more of a desire to simply get the job done and move on to the next thing than to pursue anything long-lasting and enduring.
- Taylor is more likely to develop relationships along the lines of activities and individual competition than forming deeper connections with people based on sharing common values.
- Taylor will probably not give unlimited energy to defending a position on right and wrong about a given matter.

Make Things Happen

An attitude of proactive habit development and personal discipline.



Norm : 7.6

Personal Norm : 7.1

Score : 7.1

- Taylor may have some difficulty at times forming or maintaining the good habits and personal discipline required to reach important goals.
- Taylor may not always clearly see and work around obstacles that could prevent moving forward toward desired results.
- This person may be reasonably proactive when directions are clear but could struggle at times with gathering the information needed to make the more difficult decisions and act on this information in a timely manner.
- You may notice that Taylor does not always have the energy needed to push forward on meeting challenging goals, especially at the start of the process.
- Although this person may normally get things done just because there is clear responsibility to do so, Taylor will also tend to respond better when taking action is rewarded.



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Zero In on Caring for People

The ability to effectively related to others through listening and building trust.



Norm : 7.0

Personal Norm : 7.1

Score : 6.3

- Taylor will be a good team player and show a moderate interest in helping others, but will also be somewhat competitive and less inclined to defer to others when there is some personal gain that might be lost.
- Taylor probably places equal value on measurable results and building personal relationships, but others will notice a tendency toward emphasizing personal goals over making new friends.
- This person may struggle at times with adapting to the varying emotions of others and may just withdraw from people who are difficult to work with.
- Taylor will have a limited attention span and energy for getting to know people unless those people share some common interests.
- There may be a preference for Taylor to work alone on many projects in order to avoid the challenges of dealing with other people.

Realign Rigorously

Fortitude to be ready to adjust to circumstances and change actions when required.



Norm : 6.5

Personal Norm : 7.1

Score : 5.4

- Taylor may have some difficulty changing behaviors when current approaches are not producing the desired results.
- Taylor will probably have a somewhat limited interest in embracing new ideas and concepts when those things substantially challenge Rachel's routines.
- This person will not always effectively learn from mistakes and may get bogged down in certain problems too long without recognizing that some mistakes are being repeated.
- There may be some signs of inflexibility in the way Taylor tackles problem-solving. This may be evident in the way Taylor sticks with a solution that others might set aside in favor of a different approach.
- This person will typically need some concrete direction and information before taking on a large task. This stems from Rachel's preference for predictability versus ambiguity.