

Bartell & Bartell LTD

INSTRUMENTS

Online

Jeffrey Fazio

May 7, 2012

Statement of Certification.

The assessment results of Jeffrey Fazio as presented herein have been developed in accordance with professional standards established by the Board of Directors of Bartell & Bartell, Ltd.

The Bartell Assessment process including but not limited to, the position analysis (where applicable,) the selection of the assessment instruments, the analysis and interpretation of the results, and the subsequent assessment portfolio has been reviewed and certified.



Dr. Roderick J. Bartell, RODC*

*Registered Organizational Development Consultant

The Bartell Assessment Process

The following assessment results are a culmination of an extensive effort put forth by this assessed individual. The process used to develop this Assessment Portfolio is based on the logic that as an individual's skill, knowledge, ability, and personality profile approaches the "desired" profile for a given position, the greater the probability of successful performance by that individual and the more job satisfaction the individual will experience in that specific position.

First, a battery of instruments was selected to measure a core group of typically important managerial dimensions. Additional instruments may have been added in order to address key questions or concerns the individual or sponsoring client wanted answered. The individual being assessed completed these instruments, and the assessment team at Bartell & Bartell, Ltd., Center for Executive Assessment and Development analyzed the results and developed the profile as presented in the following pages.

It is important to note that no profile is "static" or unchangeable. An individual's profile can be affected by his/her current workplace and/or family situation, education, training, specific developmental activities, availability and use of appropriate role models, life stage and/or age, and experience, as well as basic personality traits. Therefore, some of the instruments reflect where the individual currently stands and presents a snapshot of how the person is responding to his/her current organizational situation. These scores will change more easily and tend to vary with the individual's position within a given organization and with developmental efforts. However, the predominant personality traits and styles (communication, managerial, leadership, conflict management, etc.) do not change as easily and are often more predictable.

Several dimensions are measured by two or more instruments to check for consistency in responses. In other words, leadership style might be measured by three different instruments to establish a consistency in response. Due to the large number of responses, the individual would be unable to intentionally respond in a given manner, even if he/she knew the "desired" style on the sixty-plus dimensions being measured.

The purpose of this assessment process is to provide this individual with a method of benchmarking his/her progress to date, and highlight which qualities he/she may wish to develop further or extinguish. This executive development assessment is designed to give a clear picture of how the individual is operating and what his/her impact will be on those he/she supervises or manages. Ultimately, the individual's profile should be aligned with their organization, so a climate conducive for proper staff development can be established and maintained.

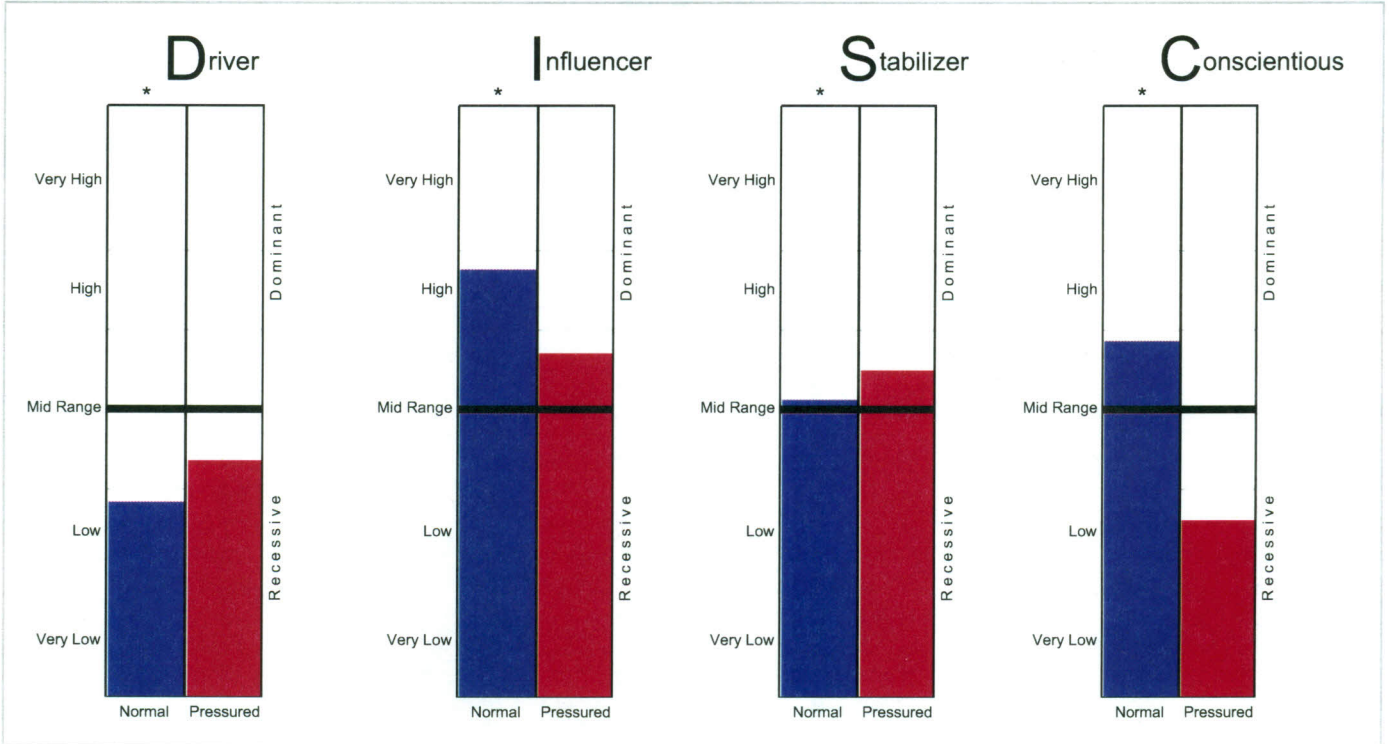
The content or specific findings of this report may only be used to benchmark, establish development needs, and track progress. These results cannot be used as the sole basis for taking adverse action against this individual or used as the basis for any disciplinary action.

March 7, 2012

Jeffrey Fazio

Under Normal Conditions: I C S d *

Under Pressure: I S d c



Temperament Characteristics

High D:
 Bottom Line
 Results Driven
 Take Charge

Low D:
 Difficulty with Closure
 Dependent
 Mild

High I:
 Verbal
 Gregarious
 Live for the Moment

Low I:
 Private
 Quiet
 Listener

High S:
 Process Driven
 Cooperative
 Service Focused

Low S:
 Spontaneous
 Rule Averse
 Enterprising

High C:
 Mood Shifts
 Self-Identity = Work
 Data Focused

Low C:
 Not Detail Oriented
 Low Probing
 Big Picture Focused

Your Temperament Traits

Factual
 Intentional
 Particular
Prudent
 Safe
 Careful
 Second-Guessing

+

Vivacious
 Impromptu
 Energetic
Congenial
 Warm
 Positive
 Chatting/Talkative

+

Considerate
 Obliging
 Conforming
Content
 Helpful
 Organized
 Planful

+

Conscientious
 Precise
 Accurate
Detailed
 Analytical
 Thorough
 Tenacious

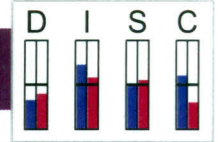
Your Most Comfortable Role

=

Assessor/Architect

Not a job description

Assessor/Architect



*Most Comfortable Role: Assessor/Architect

Note: For general qualities or characteristics of this temperament, please review the 4 boxes on the bottom of the previous page. The qualities listed under each letter are cumulative, meaning they build upon one another. The more they appear contradictory, the more complex your DISCOVERY profile. Other people will see you from different perspectives the more complex you are.

Temperament Overview:

Assessors/Architects are competitive and will use direct, persuasive methods and competitive recognition to accomplish tasks through people. An eagerness to win may tend to make them impatient with team members when working on a project. They will expect others to meet and maintain their standards and perform extensive follow-through. Many have the ability to transform an original idea into a practical application. Some may view the Assessor/Architect as aggressive rather than assertive because of their high standards and lack of empathy when showing disapproval. They tend to be critical in their thinking and at times go too far when verbalizing their criticisms. To control this emotional response, Assessors/Architects need to develop a detailed plan of action, relax and pace themselves.

Dominant Qualities:

Assessor/Architects have the ability to focus and maintain the quality in accomplishing a task while remaining aware of the people working on the task. Working with people, having fun and completing a quality project are what drive the Assessor/Architect. Note: The IC profile is often confused with a high D profile, driving and results oriented, because of the high energy they can exude.

Organizational Value:

Providing and presenting vital information with optimism and flair is the technique used by the Assessor/Architect. Communication within the team will be friendly but also logical and detailed. They tend to be skillful in helping team members to visualize the steps required to accomplish a goal.

Under Pressure:

An Assessor/Architect may tend to respond to pressure by becoming more intense, emotionally agitated or uneasy and in extreme cases irrational.

Discomfort/Fears:

Easily embarrassed or frustrated, the Assessor/Architect will fear being wrong or looking bad in front of others, especially if quality is not present.

Suggestions for Increasing Organizational Effectiveness/Development Opportunities:

In order to become more effective, the Assessor/Architect will need to develop a system to pace themselves. Active listening will allow the Assessor/Architect the opportunity to focus on what is being said instead of them just waiting for their turn to talk again. Setting a slower pace will enable them to make rational decisions when responding to emotional stress.

Preferred Organizational Alignment:

Assessors/Architects will tend to choose an organization or environment that will value their uniqueness and encourage expression of feelings. They enjoy an "E" culture or freedom to do their own thinking and project planning.

*The Comfortable Role label is not intended to be the ideal type of job for this person. It simply is an organizational role that this temperament category aligns with most comfortably.

The Profile

Jeffrey Fazio

March 8, 2012

MENTAL APTITUDES										A1: 12 (11.4)	A3: 2.9 (3.5)		
										A2: 5.6 (4.6)	D: 29.7 (12.5)		
APTITUDE	DESCRIPTION	STANINE									DESCRIPTION	Raw Score	
		1	2	3	4	5	6	7	8	9			
Mental Alertness	A Repetitive Learner 1								■		Quick to Learn	A 1	35
Vocabulary	A Low English Word Knowledge 2						■				High English Word Knowledge	A 2	42
Perception	A Low Scanning Accuracy 3								■		High Scanning Accuracy	A 3	19
PERSONALITY DIMENSIONS													
DIMENSION	DESCRIPTION	STANINE									DESCRIPTION	Raw Score	
		1	2	3	4	5	6	7	8	9			
Nervous Tension	D Stressed 1					■					Relaxed	D 1	8
Character Strength	D Flexible 2				■						Fixed	D 2	6
Work Habits	D Disorganized 3				■						Organized	D 3	6
Sociability	D Reserved 4							■			Outgoing	D 4	12
Emotional Maturity	D Emotional 5								■		Patient	D 5	10
Dominance	D Passive 6								■		Assertive	D 6	2
Competitiveness	D Friendship Oriented 7							■			Competition Oriented	D 7	6
Stamina	D Sensitive 8					■					Tenacious	D 8	6
Naivete	D Assuming 9		■								Cautious	D 9	1
Work Motivation	D Security Motivated 10								■		Recognition Motivated	D 10	8
VALIDITY SCALE													
SCALE NAME	DESCRIPTION	STANINE									DESCRIPTION	Raw Score	
		1	2	3	4	5	6	7	8	9			
Distortion	V Very Frank Answers 1			■							Exaggerates Own Honesty	V 1	2
Equivocation	V Chose Given Alternatives 2					■					Chose Middle Answers	V 2	5

IMAGE™

Interpersonal Measurement and Group Effectiveness

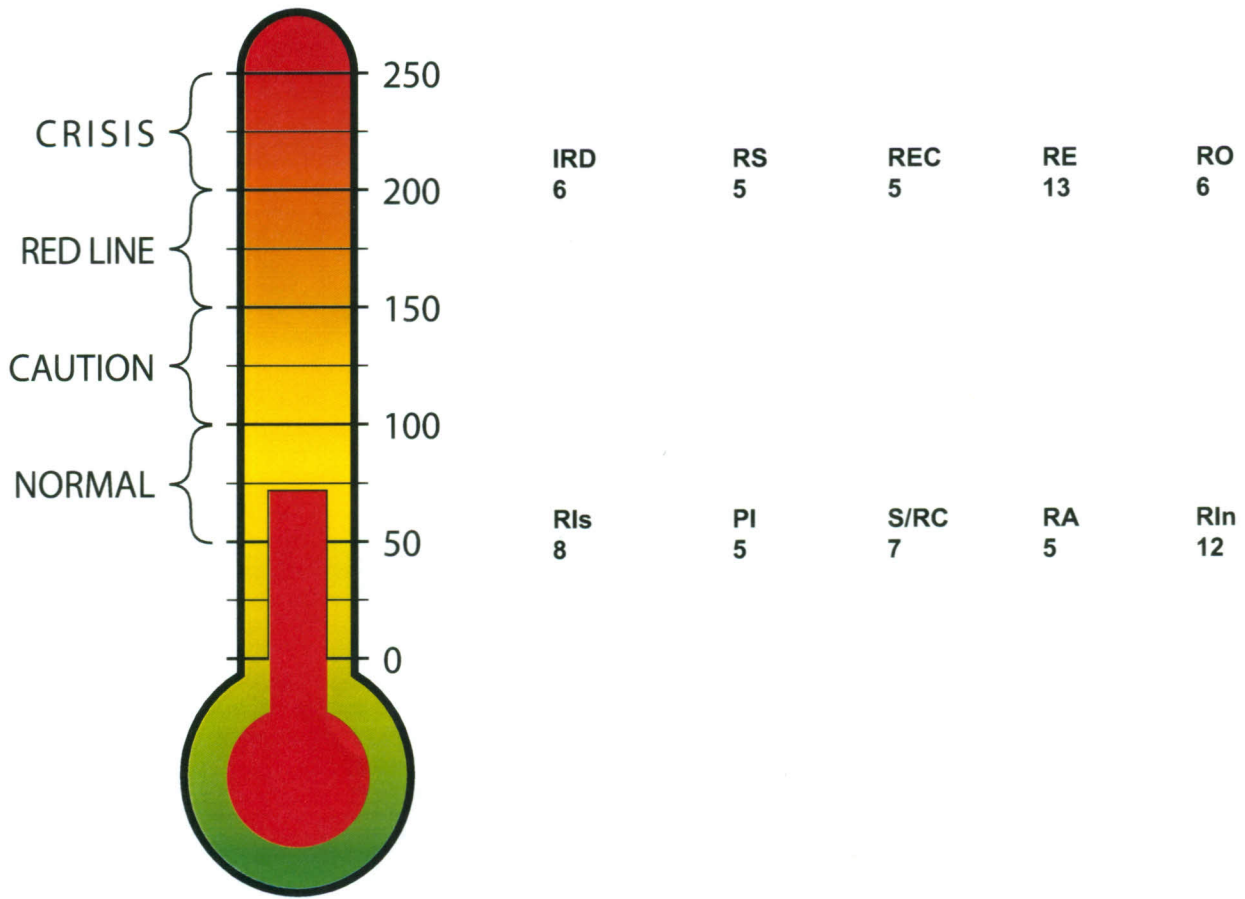


T1: 6 (8)	T2: 7 (8)	T3: 5 (7)	T4: 5 (8)	T5: 7 (10)	T6: 5 (5)	T7: 7 (8)
T8: 3 (5)	T9: 6 (10)	T10: 4 (4)	T11: 7 (14)	T12: 8 (11)	T13: 5 (5)	T14: 5 (8)
T15: 1 (2)	T16: 6 (11)	T17: 7 (11)	T18: 8 (15)	V1: 3 (2)		

Workplace Stress Profile

Jeffrey Fazio

March 7, 2012



Total (Range: 50-250)

72

WPSP - Workplace Stress Profile Definitions

Inter-Role Distance (IRD)

Conflict between one's organizational role and other roles (eg. between travel on the job and spending time with one's family).

Role Stagnation (RS)

A feeling of stagnation and lack of growth in the job because of few opportunities for learning and growth.

Role Expectations Conflict (REC)

Conflicting demands placed on one from others in the organization (eg. producing excellent work, but finishing under severe time restraints).

Role Erosion (RE)

A decrease in one's level of responsibility or a feeling of not being fully utilized.

Role Overload (RO)

Too much to do and too many responsibilities to do everything well.

Role Isolation (RIS)

Feelings of being isolated from channels of information and not being part of what is happening.

Personal Inadequacy (PI)

Lack of knowledge, skill, or preparation to be effective in a particular role.

Self/Role Conflict (S/RC)

A conflict between one's personal values or interests and one's job requirements.

Role Ambiguity (RA)

Unclear feedback from others about one's responsibilities and performance.

Resource Inadequacy (RIN)

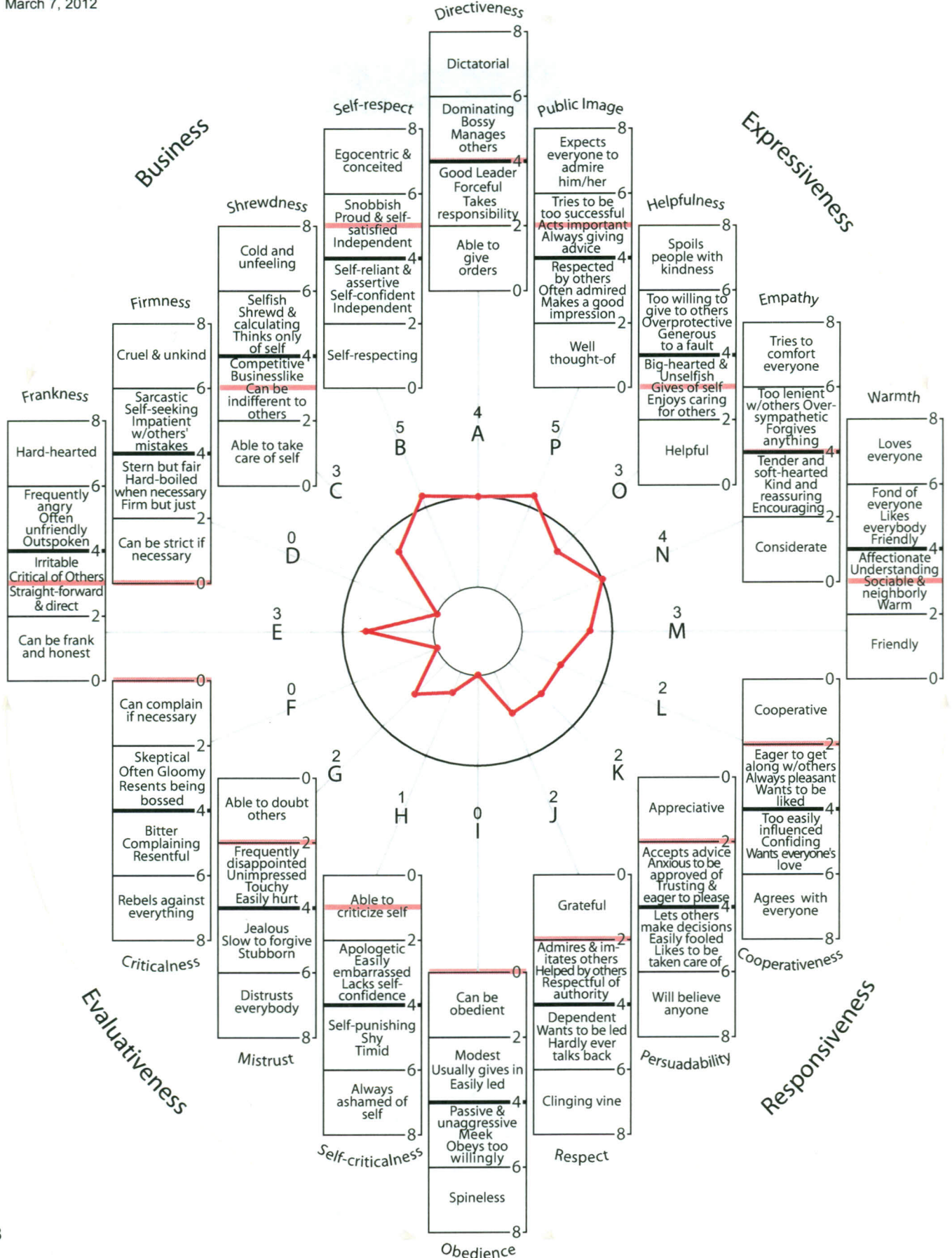
Lack of resources or information necessary to perform well in a role.

Personality Vector Analysis

Jeffrey Fazio

March 7, 2012

Vector/Valence: -11.994



PVA Personality Vector Analysis - Description

The Personality Vector Analysis provides a graphical representation of the 16 core changeable aspects of your personality (rather than the stable aspects which are measured by the DISCRIPTION Temperament Inventory). The value in knowing these changeable aspects of your personality is that they represent places where you can quickly make noticeable improvements in the way you operate.

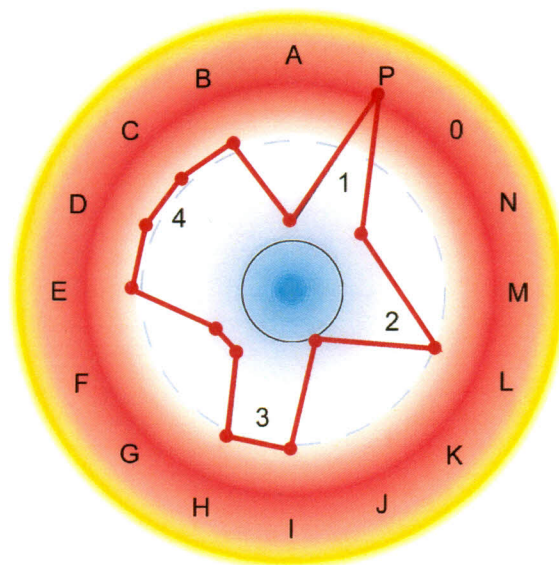
At the center of the PVA is a radial graph consisting of two circles; the inner circle marks a score of 0 while the outer circle a score of 4. The irregular shape (red dots connected by red lines) represents your score. If you score a 4 on a particular dimension, the (red) point will touch the outer circle. If you have a 0 on that dimension, then your graph will touch the inner circle at that point. If you score above 4, (up to an 8) on that dimension, your graph will extend far beyond the outer circle.

Radiating out from each dimension on the radial graph is a corresponding rectangular graph scaled from 0-8 with a shaded line indicating your score for each dimension. Tiny words through the scale describe some common characteristics at each level. Use your imagination when you read these descriptors, as the wording is limited because of space. Try to get a general idea of the "flavor" of the dimension as you look at your score on each one. The darker centerline at 4 on each graph is a performance "sweet spot". The real question to ask is, "Is this working for me in my current situation?" and "What is required in my position?"

The dimensions are roughly arranged in 4 quadrants: Business, Expressiveness, Responsiveness and Evaluativeness as indicated by the outer light grey arrows grouping the small graphs.

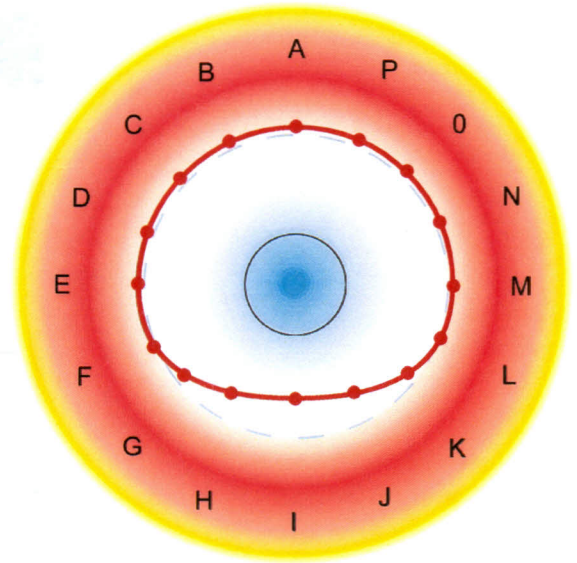
Interpretation of the Radial Graph

This graph reveals more than just the current position of your scores, it also can suggest areas of change. When you see a "pointy" shape, it tends to mean that you are increasing in this dimension - you're becoming more this way. If that "point" is narrower at the base, it means you have been increasing in this feature for a relatively short time (1). If the base is wide, then you have been increasing in this feature for a relatively longer time (2). If you see a point that's squared off, this might mean that you used to be more this way but you are now becoming less this way (3). If you see an area that appears rounded or smooth, this means that these dimensions of your personality are stable, not changing, and that you've been this way for quite awhile (4).



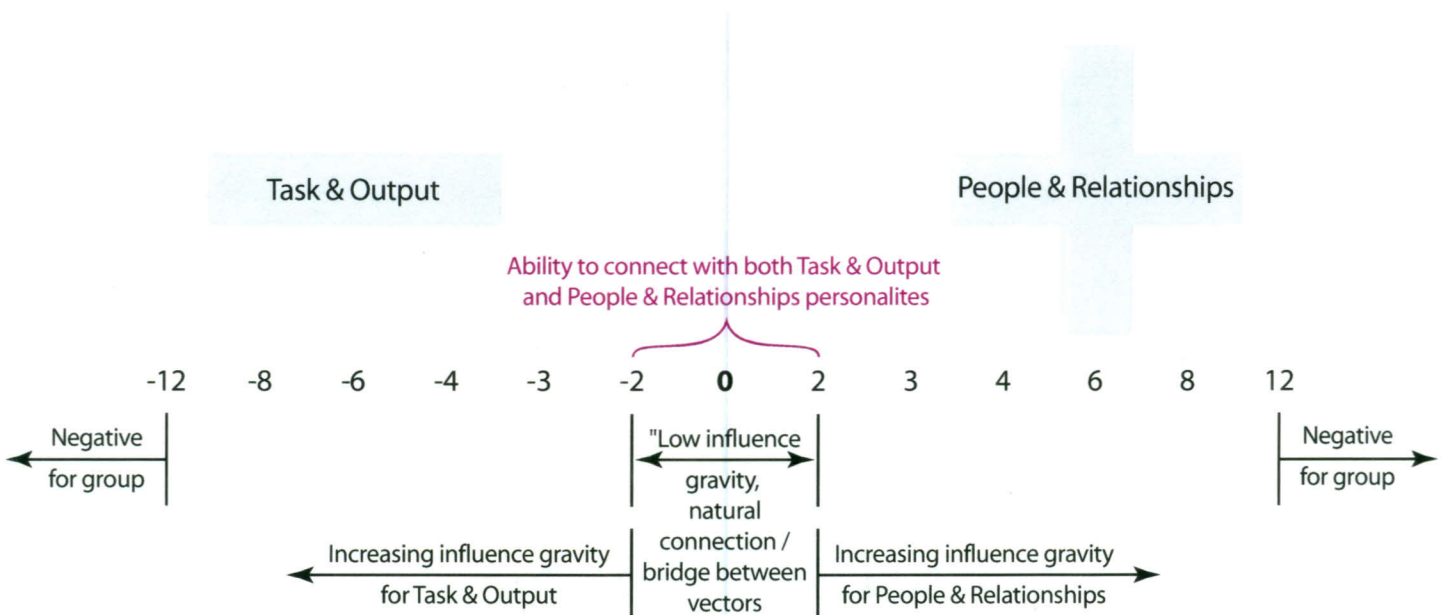
PVA Personality Vector Analysis - Description

Generally speaking, an ideal profile, especially for a leader, traces all along the outer circle (scores of 4 all around) but a little inside the circle on the bottom, creating a shape like that of a ball of clay if dropped on a table. If you trace this "ideal" profile onto your results page you will be able to see where you need to "build out" your personality, and where you need to "scale it back." Simply, a score of more than 4 on any dimension is basically being over-utilized. A score less than 4 on a dimension will basically be under-utilized. As you're thinking about this, be sure to consider what will work best in your role and work environment.



Vector Valence

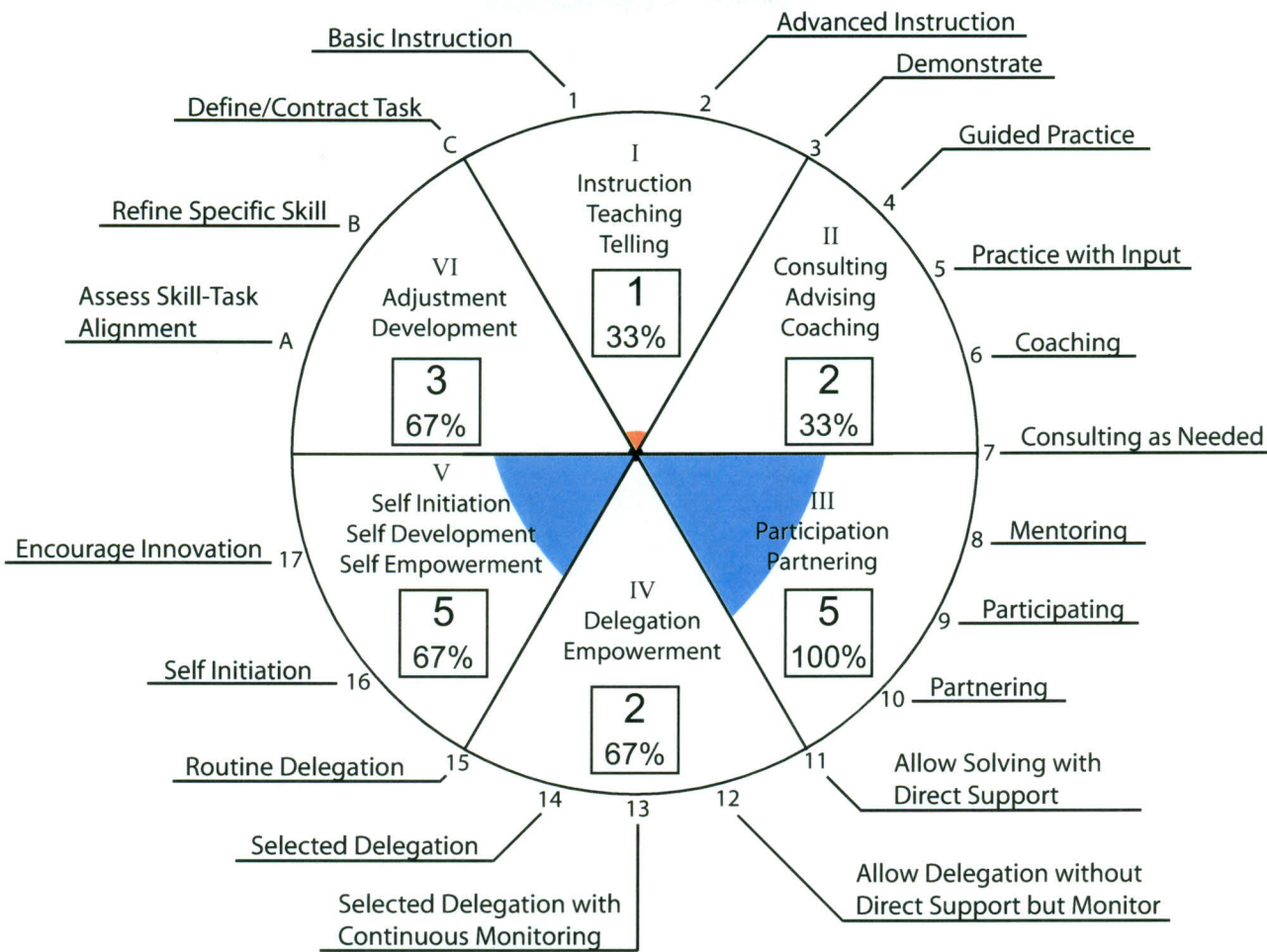
The upper right-hand corner of your PVA results features your "Vector/Valence" (a.k.a. "Vector" for short) Your "Vector" measures the strength of the "influence field" or "aura" you generate. The higher your Vector number (regardless of whether it is plus or minus) the more naturally influential you are. If your number is preceded by a minus (-) sign, then you tend to be more intense about tasks and outputs, and that's where you'll be more influential. If you have a plus sign (+) your source of influence is more on the people and relationships side. If your number is +2 or greater, you are naturally influential. If you have a vector close to 0 (between -2 and +2) then you have the ability to connect with both task/output and people/process personalities. With this conservative score, you won't find any natural disconnects that can come from having high vector on either end of the spectrum.



Leadership Alignment Index

Jeffrey Fazio

March 8, 2012



Leadership Alignment Index: 61

Leadership Alignment Index indicates that, on average, 61% of the time you selected the preferred Leadership Technique/Action on the full range of leadership options.

4 Frequency of Selection – The number associated with each Leadership Technique/Action indicates the number of times you selected that technique as a solution in solving
67% Accuracy of Selection – The percentages associated with each Leadership Technique/Action indicates the percentage of times that technique was used correctly in solving the scenarios. There are 3 correct answers for each technique.

■ Indicates the most used technique ■ Indicates the least used technique

Conflict Management Style Survey

Jeffrey Fazio

March 7, 2012

- 10** **Aggressive/Confrontive:** High scores indicate a tendency toward "taking the bull by the horns" and a strong need to control situations and/or people. Those who use this style are often directive and judgmental.
- 91** **Assertive/Persuasive:** High scores indicate a tendency to stand up for oneself without being pushy, a proactive approach to conflict and a willingness to collaborate. People who use this style depend heavily on their verbal skills.
- 29** **Observant/Introspective:** High scores indicate a tendency to observe others and examine oneself analytically in response to conflict situations as well as a need to adopt counseling and listening modes of behavior. Those who use this style are likely to be cooperative, even conciliatory.
- 20** **Avoiding/Reactive:** High scores indicate a tendency toward passivity or withdrawal in conflict situations and need to avoid confrontation. Those who use this style are usually accepting and patient, often suppressing their strong feelings.

A + B = 101 (Score A)
C + D = 49 (Score B)
Score A - Score B = 52