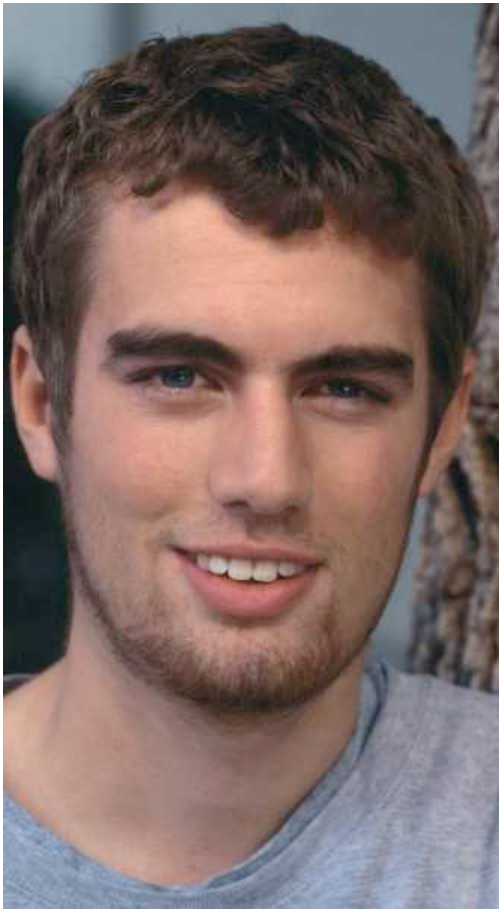


# Assessment



*I've been in the New Church Leadership Institute for nine months now.*

*Before my January consultation with my District Superintendent, is there someone who can objectively assess my affinity, knowledge, skills, and calling to be a new church pastor?*





*Churches growing new churches..  
who grow new churches...*

## Questions You Should Ask Yourself Before Requesting a New Church Planting Appointment

1. Is my primary motivation for considering planting a new church a positive one (such as the Glory of God and the salvation of people) and not dissatisfaction with my present situation?  Yes  No  Not Sure
2. Is there objective evidence that I am comfortable relating well with pre-Christians and effectively inviting them to make a public profession of faith and to begin the journey toward Christian Discipleship?  Yes  No  Not Sure
3. Can I identify people who have made professions of faith and are still growing as Disciples of Christ as a result of my witness?  Yes  No  Not Sure
4. Have I had enough exposure to church planting in the New Church Leadership Institute, and by meeting with new church pastors, so that I know what the new church planter's life is like?  Yes  No  Not Sure
5. Is my spouse (if married) and family supportive, and even enthusiastic, about starting a new church?  Yes  No  Not Sure
6. Am I assured of God's call on my life to plant a new church planting, instead pastoring an existing church?  Yes  No  Not Sure
7. Do I have the necessary training needed to do church planting effectively?  Yes  No  Not Sure
8. Can I clearly list my gifts and personal characteristics that would make me effective in planting a church in the type of mission field I'm considering?  Yes  No  Not Sure
9. Do I have the personal spiritual disciplines and integrity necessary for being a spiritual leader above reproach?  Yes  No  Not Sure
10. Is there objective evidence that I have the self-management disciplines (work ethic, consistency, honesty, keeping appointments) that will encourage followers to trust my leadership?  Yes  No  Not Sure
11. Have I developed a relatively comprehensive vision (values, mission, core beliefs, philosophy of ministries, gathering strategies, etc.) of the kind of church I want to plant?  Yes  No  Not Sure
12. Have I developed a relatively comprehensive discipleship system for leading inquirers into the faith and to begin a lifelong journey toward mature Christian Discipleship?  Yes  No  Not Sure
13. Am I considered a "people person," someone who is a good listener, teachable, patient and winsome?  Yes  No  Not Sure
14. Do I have a track record of increasing worship attendance during my appointment - people tend to sit-up, listen and come back when I preach - giving evidence that my preaching and communication gifts are above average?  Yes  No  Not Sure
15. Do spiritually wise, influential people in my life tell me that church planting is right for me?  Yes  No  Not Sure
16. Do I have a positive track record, giving strong evidence of my ability both to lead people and to raise up leaders?  Yes  No  Not Sure
17. Is church planting compatible with my personal career goals, or is it merely a 'stepping stone' to some other ministry in the future?  Yes  No  Not Sure

### AM I A CHURCH PLANTER?

- If you answered 14 or more with a yes - probably so.  
 If you answered 8 to 13 with a yes - think, pray and talk to your spiritual leaders before deciding.  
 If you answered less than 8 - possibly not.

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who grow new churches...*

## NEW CHURCH LEADERSHIP INSTITUTE POST GRADUATE ASSESSMENT INTERVIEW WITH POTENTIAL NEW CHURCH PASTORS

In October, at the end of that New Church Leadership Institute retreat, each graduate will be encouraged to have a private consultation with their Conference Minister of New Church Starts and their District Superintendent.

Each Annual Conference has its own process for appointing pastors to new church start settings.

What follows is a model developed by Jim Griffith, and has been adopted by many Annual Conferences.

***Please note:*** In October/November, near the end of the New Church Leadership Institute, those pastors who perceive that they are called to plant a new church may be invited to a post graduate assessment interview.

*Equipping leaders with both knowledge and skills to move toward successful church starts.*

*Sample Letter*

Dear \_\_\_\_\_,

This letter is a follow-up of our telephone conversation this morning. Your assessment interview will be November \_\_\_\_, \_\_: \_\_ am, at the Conference Office. As we discussed on the phone, your spouse is expected to attend with you. If he can not attend on this date, we will need to reschedule.

The members of the assessment team include: John Barker, Lay Leader of the Southside District; Mary Yarbarough, new church planter in the Robinsdale District; and Sheila Cape, new church planter in the Louisville District.

Please complete the following and return them to be at least ten days prior to your appointment.

- 1) Prepare a brief "reflective essay" based on your participation in the New Church Leadership Institute, including:
  - a. What questions were answered for you in the institute?
  - b. What questions remain unanswered?
  - c. A one paragraph summary of your Affinity Group
  - d. DiSC profile summarized
  - e. TEAM Profile summarized
  - f. Your optimal church planting scenario
  - g. Conclusions made
2. Brief (one or two sentence) written responses to the attached questions
3. Mail (or email) these to me before \_\_\_\_\_.

This interview will focus on "past behavior" focusing on the areas that relate to the skills needed for your ministry. There are no "right or wrong" answers. Questions will be along the lines of "tell me about a time when" instead of "what would you do if..."

The Assessment Team may begin the time by saying:

1. We'll cover all the issues listed on the worksheet, but not all questions will be asked. Remember, the goal is not to answer all the questions, but get a healthy overview of your "story."
2. This is not a psychological or character evaluation. Any reference to character or theological issues is unintentional unless previously noted.
3. The interviewer(s) will be taking notes as the interview proceeds. Their notes will help with the written profile.
4. Think of the interview as an opportunity to:
  - Debrief your experience in the New Church Institute
  - Tell your story
  - Paint a Picture
5. In your answers, please be:
  - As descriptive and specific as possible, try to avoid opinions.
  - Be concise: take your time, but if you've answered enough to help the interviewer get what they need, they will prompt you on the next question.
6. This interview is confidential. If there is anything in the interview questions that makes you uncomfortable, please let the interviewer know ahead of time.
7. If you need a break at any time during the interview, let your interviewer know, and a break will be called.
8. Expect the interview to last 90 minutes. If you finish early, its because the interview team's questions have been sufficiently answered.
9. To begin, tell us where you grew up? What is your background?

I am looking forward to seeing you and your spouse at assessment interview, November \_\_\_\_, \_\_: \_\_ am, at the Conference Office.

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**a. What questions were answered for you in the institute?**

I went to the first training with many questions, but I have known all along that starting a new church was what I wanted to do.

The questions I came with were logistical in nature.

**b. What questions remain unanswered?**

Most of the questions have been answered through my time at the NCLI. Presently, I look forward to an opportunity to attend the 'Nuts and Bolts' seminar of starting a new congregation. My desire is to be a part of both the challenge and excitement of a new church. I want to minister in an environment where the congregation is excited about seeing lives transformed by Jesus Christ.

**c. A one paragraph summary of your Affinity Group**

My affinity group is white, upper-middle class, suburbanite minded folk. My father was a successful business owner and my mother was a homemaker. My wife's parents were both educators. Both my parents and my wife's parents currently live in St. Paul, Minnesota. Our friends generally come from similar backgrounds and look very similar to us: young, educated, white collar, with children. I do not come from a church background, my wife does. We both, however, relate to people both within and outside of the church.

**d. DiSC profile summarized**

My DiSC profile shows that I have what is termed a "creative pattern." I have a high D and a high C with a lower I and S. The results show that I have opposing forces in my behavior. I have a drive for tangible results counterbalanced by an equally strong drive for perfection, and my aggressiveness is tempered by sensitivity. I wish to explore all possible solutions before making a decision. My pattern generally exhibits foresight when focusing on projects and I am a change agent. The profile of my pattern says that in my drive for perfection and results that I may not be concerned about social poise. As a result, I may be cool, aloof, or blunt.

I have felt called to a new church for about four years. I can imagine doing little else than this. I hold myself to a high standard in word and deed. I want to be called one thing by God on my last day – faithful. I want it to be said of me that I was faithful to the church, faithful to my family and faithful to my Lord. I am organized, thorough, persistent, and have a heart for evangelism.

**e. TEAM Profile summarized**

**f. Your optimal church planting scenario**

I can see myself in a parachute drop, Mother-Daughter plant, or as a second pastor (if the church is less than 7 years old). In years to come I will definitely help sponsor/mother new churches. I cannot, however, see myself working in a 'church within a church' model.

**g. Conclusions made**

I have always been 'gifted' at starting new ventures. My father started and ran several successful corporations while I was growing up. I worked with him and learned from him for a number of years. I also started my own company which I intended to run full-time before being called into ministry. The company was a financial blessing to me as it paid for seminary and allowed my wife and me to live without worry while I was a student pastor.

Through the leading of the Holy Spirit, discernment, prayer and confirmation through the NCLI I feel called and ready to begin a "new community of faith" as is discerned by the Conference.

Prepare brief written response (one or two sentences) to each of the following questions.

### 1. Opening Questions

- As a result of our “mutual discernment process,” (New Church Leadership Institute) what questions have been answered for you?
- What has become clearer?
- Where do you need more clarity?
- What conclusions have you drawn?

### 2. Personal Vision Tree

- What are your life verses? What do you believe the Spirit is calling you to do?
- What are your top two core values? Give two examples of how you’ve lived them out in the past six months.
- Describe your “affinity group a” profile.
- What pre-Christian experiences have equipped you for ministry, especially in church planting?

### 3. Leadership

- Give three examples of when you were asked or elected to be a leader in a group. What did you do? What were the results?
- How does your DISC profile fit church planting ministry?

### 4. Catalytic Capacity

- Give examples of ventures you started as a child, teen or adult.
- Describe the most successful venture you ever started.
- What was the last venture, in the church or outside that you started?

### 5. Faith

- Give an example of a time when God gave you direction that seemed to lack rational underpinnings, but you obeyed Him anyway? What happened?
- Describe a time when others said “it can’t be done” but you went ahead anyway and proved them wrong?

### 6. Visionizing Capacity

- Tell about a time when you were asked to head a project. What did you do to gather people, get them organized and headed in the right direction, and finish the project? What did the outcome look like?
- Give two examples of a vision you came up with, made a plan for, and brought others together to pull it off.

### 7. Evangelism/Reaching Others

- Give three examples of people you’ve helped enter a faith relationship with Jesus? How did you reach them?
- Tell about the most recent times you’ve been with a Pre-Christian in your home ...their home ...done something together.
- Tell about a time when you spearheaded an effort to help Pre-Christians come to a better understanding of Jesus.

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**8. Equipping/Developing Others**

- Give three examples of people in your ministry who you've helped move from nominal faith to a fuller relationship with Jesus.
- Give two examples of people you've helped discover their gifts and begin to use in ministry.
- Describe a time when someone you placed in ministry failed. What did you learn from the experience? What did you do?

**9. Conflict Resolution Skills**

- Describe a time when someone wrongfully accused you. What did you do to attempt to resolve it?
- Give examples of conflict you've had in relationship, including the most recent. How did you handle them?

**10. Spousal Cooperation**

- What are the main reasons you believe your spouse will be successful in church planting ministry?
- What energizes your spouse? What drains them?
- What specific challenges do you face as a family as you consider this ministry change?

**11. Perseverance**

- Tell about a time when you faced a distasteful assignment. How did you face and complete it?
- Tell about a time when you thought you couldn't finish a project, but you pressed on and finished it.

**12. Adaptability/Indigenous Worship**

- What are some of the most common mistakes churches make in relating to people outside the Christian faith?
- Give an example of a service or ministry that you designed that became a "safe place" to hear the Gospel?

**13. Church Planting Models**

- What planting strategy best suits your "profile?" Why?
- What models of church planting pose a difficult match for you? Why?

**14. Your "Place" in Organizations**

- Where did you plot yourself on "Organizational Time Line?"
- What types of organizations have you worked in? What was your role in their "life cycle?"
- Knowing what you know now, what ministry scenario suits you best?
- Had I known you better, what questions would I have asked that I haven't so far?
- If money was no object and you couldn't fail, describe your dream job.

†††

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## SAMPLE #1 ASSESSMENT TEAM REPORT TO THE CABINET

### Jane Doe New Church Start Pastor Interview

On February 24, 2008, the New Church Start Assessment Interview Team met with Jane Doe to explore Jane's interests in starting a new church and gathered the following information:

- Jane is extremely aware of the issues involved to start a new church, and she is fully aware of her gifts and limitations.
- She has gifts and a desire to start a new church, particularly in Austin where she knows the community and the context where the church might be started.
- Her training, as a part of the New Church Leadership Institute, has given her more knowledge than most in the Institute on what is required, as well as having heard and observed the failure stories.
- Her personality (high C) and gifts don't emphasize her being the front person for a new church venture, however her passion for winning people to Christ overcomes what she lacks in natural gifts.
- She understands the events involved in reaching the unchurched and pre-Christian and she is good at seeing that details are taken care of in planning. She is willing to take the necessary risks when she can visualize the hoped for outcome.
- She understands the time line of starting a new church and can see herself in a mother/daughter relationship because of the support and structure it offers.
- Her spouse is not only supportive but completely partnered with her in wanting to start a new church.
- Her background in the public schools lends itself to identify her affinity group as semi-professionals and highly qualified blue collar workers, particularly in suburb not city or rural.
- She and her husband relate to being outside the Church, as they were not in the church for 17 years and then became part of a small church and became immersed in ministry leading to her call to ministry.
- **The Assessment Team believes that she is capable of doing a new church start.**

## SAMPLE #2 ASSESSMENT TEAM REPORT TO THE CABINET

### John Doe New Church Start Pastor Interview

On February 24, 2008, the New Church Start Discernment Interview Team met with John and Jane Doe to explore John's interests in starting a new church and gathered the following information:

- The Discernment Team affirms John's ministry thus far and his heart and passion for God's people.
- The Team sees John as being well suited in an appointment with an existing structure and potential for growth, perhaps in a turn-around setting where there can be new life.
- John is teachable and the Discernment Team commends him for the ways in which he has learned new ideas and skills at the New Church Leadership Institute and implemented them in his current ministry setting.
- The Team appreciates John's willingness to share the Gospel with others but would like to see John intentionally have more experience in relating to pre-Christians and inviting them into a relationship with Christ.
- The Discernment Team recognizes John's concerns for his family, expressed desire for structure and expressed reluctance to embrace conflict. The Team would reemphasize that conflict is not absent from a new church start, although it may manifest differently than in an established church setting.
- John indicated that he remains unclear as to whether he is called to start a new church. Without a discerned passion for reaching people for Christ through a new church start, **the Assessment Team is reluctant to recommend John for an appointment to a new church start.**

**John & Jane Doe**  
**New Church Start Pastor Interview**

John: DiSC Profile: High D, I “Entrepreneur”; Organizational Preference: Designer/Developer; Team Preference: Presidential Captain

Jane: DiSC Profile: High D, S :Investigator”; Organizational Preference: Developer/Stabilizer; Team Preference: Middle Captain

Observations

1. John & Jane have warm hearts for God and care deeply for people. Together they make a compassionate, gifted ministry team. John’s wife, Jane, is a tremendous complement to John and his calling. She meets people extremely well and will be a great support to John and his ministry. Due to Jane’s charm, the Doe home will be a place where many will find love, warmth and acceptance. Jane’s organizational skills will serve their ministry quite well.
2. John displays the fruits and competencies to launch new projects and build them: While a law student, he began a Bible study, and doing primary relational evangelism among Episcopal students. Six months later, he was hired to start and build a youth program at an Episcopal church. Within three years, he had built the program, in the 13<sup>th</sup> largest church in the diocese, into the largest program in the diocese.
3. The DISC Profile characterizes John as an entrepreneur: perseverant, aggressive, ambitious, competitive, self confident, and decisive; Jane’s profile indicates she is positive, sociable, flexible, and thorough, as well as cautious and conservative.
4. John demonstrates good time management skills, simultaneously able to manage a wide range of tasks and projects. He operates in a highly organized and efficient manner, using systematic methods to keep himself on track.
5. John’s very direct and knows exactly what he wants, leaving no hidden agendas. Truly “what you see is what you get.”
6. John’s primary ministry experience came through a Bible church, Young Life, and campus Bible studies. Therefore he’s more suited to know what ministry avenues to take in a church planting setting.
7. John’s early childhood experiences will serve him well in starting a new work and adapting to all the curve balls: Moving over 20 times during his life, John learned how to adapt to new environments and how to make friends quickly. Moreover, his family was involved in two church plants when he was a teenager.
8. John’s decisiveness and impulsiveness may lead him to move ahead without consulting others, leaving his launch team feeling left out and frustrated.
9. If not seen as his own man and given a great deal of latitude, John will appear unteachable and difficult to manage. To interpret this as resistant to authority would be a grave error, resulting in frustration, both by the organization and the Doe’s.

**Affinity Group:** A son of divorced and remarried parents, John grew up in a middle and upper middle class home in a bi-cultural community. Jane grew up in South Georgia and is also bi-cultural. John and Jane will most successfully connect with urban or suburban middle to upper-middle class, among professional and university-educated South Georgia with some religious background. While accepting of people of all strata, they do not have an affinity for a rural, hispanic, or lower middle income community. These mission fields would be a cross-cultural situation and the Doe’s do not appear to possess gifts consistent with this type of calling.

Ministry Recommendations

1. The Doe’s have a strong sense of God’s call on their lives to launch new projects to advance the Kingdom, and the Lord appears to have provided a “window” at this time to explore the possibilities.
2. **John demonstrates the calling, spiritual gifts, attributes, and personal skills necessary to be a fruitful church planter. He is better suited to plant and pastor a church, rather than plant and move on to plant another one.**
3. John & Jane will require a coach whom they can respect, who is competent in the task, who will minister to them, and earn proper trust in order to ask the hard questions.



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who grow new churches...*

## Assessment Process with Profile XT

by Bob Crossman

**EACH ANNUAL CONFERENCE PROVIDES A UNIQUE ANSWER TO THE ASSESSMENT QUESTION.**

- In the Arkansas Conference our Assessment Process is primarily based in the Assessment Interview outlined on the previous pages. The Assessment Team prepares for the interview by reviewing the brief answers to the 15 questions that the planter submits in advance, and by the DISC inventory the planter has taken. Another piece that helps the assessment team in Arkansas is a profile provided by a professional assessment company, Profiles International Inc. of Waco, Texas. We have contracted with Bill Bainbridge (Bainbridge Associates Inc., 760 Eagle Mount Boulevard, Batesville, AR 72501, phone 870-793-7560) of Profile XT to provide this assessment resource. The cost for this service is approximately \$200 for each prospective planter (paid for by the conference office).



- The potential church planter takes a 90 minute inventory on the internet. Profiles International Inc. then generates three different reports for us. The planter receives the "**Confidential Individual Report For John Doe, Church Planter.**" The Assessment Team receives two additional reports: "**Confidential Placement Report for John Doe, Church Planter**"; and the "**Confidential Coaching Report for John Doe, Church Planter.**"
- The planter receives the report entitled, "**Confidential Individual Report For John Doe, Church Planter.**" The cover page of the report reads, "Behavioral science has proven that the most successful people are those who know themselves, both their strengths and weaknesses. This knowledge is important to them as they develop the strategies necessary to meet the demands and challenges of achieving success. The purpose of this report is to help you to identify and make full use of your strengths, and to help you develop an awareness of any areas that could be limiting your effectiveness. The goal of this report is to help you to achieve greater success for yourself.

The report gives you a Profile of the Total Person

- Thinking Style – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- Behavioral Traits – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- Interests – Enterprising, Financial/ Administrative, People Service, Creative, Technical, and Mechanical.

The information in your report can be useful in planning a self improvement program for your professional development and personal growth.”

The Profile XT also provides the Assessment Team with two additional reports.

- The “**Confidential Placement Report for John Doe, Church Planter**” cover page reads, “This report provides information about John Doe, presented in a manner to help you judge his match with a selected position in your organization. Every employable person will match some positions better than other types of work. This report reflects the responses provided by John when he completed the *Profile XT* assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the “Job Match” target. The enlarged segment of the scale shows where John scored. If the enlarged segment is dark, John is in the “Job Match” pattern; if it is light, he is not. Information about John is reported in these five categories:
  - Profile for Thinking Style – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
  - Profile for Behavioral Traits – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
  - Profile for Interests – Enterprising, Financial/ Administrative, People Service, Creative, Technical, and Mechanical.
  - The Total Person – Additional information regarding John and the significance of his scores.
  - **Interview Questions – Suggested interview questions for acquiring additional information that could be helpful in judging suitability for this position.**
  
- The *Profile XT* also provides the Assessment Team with a third report, “**Confidential Coaching Report for John Doe, Church Planter.**” The cover page reads, “The Coaching Report for John Doe provides information that can be helpful in managing, motivating, and coaching John for increased productivity. This report reflects the responses provided by John Doe when he completed the *Profile XT* assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the “Job Match” pattern for the position. The enlarged segment of the scale shows where John scored. If the enlarged segment is dark, John is in the “Job Match” pattern; if it is light, he is not. Information about John is reported in these five categories:
  - Profile for Thinking Style – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
  - Profile for Behavioral Traits – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
  - Profile for Interests – Enterprising, Financial/ Administrative, People Service, Creative, Technical, and Mechanical.
  - The Total Person – Additional information regarding John and the significance of his scores.
  - **Coaching Comments – Ideas for your consideration when coaching John.**

**SAMPLES OF THESE *PROFILE XT* REPORTS  
ARE FOUND ON THE FOLLOWING PAGES**

**To use the Profile XT as part of your assessment process,  
contact the Arkansas Conference UMC:  
Rose Kuonen - registrar, 501-324-8033, rkuonen@arumc.org  
OR  
Bob Crossman, 501-324-8012, bcrossman@arumc.org**

The following pages are examples of the three reports:

- 1) “**Confidential Individual Report For John Doe, Church Planter.**” (6 pages)
- 2) “**Confidential Placement Report for John Doe, Church Planter**” (16 pages)
- 3) “**Confidential Coaching Report for John Doe, Church Planter.**” (15 pages)

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***Confidential  
Individual Report***

***for  
John Doe***

Wednesday, November 8, 2006

**Bainbridge Associates Inc.  
760 Eagle Mount Boulevard  
Batesville, AR 72501  
870-793-7560**

## A Message to John Doe

Behavioral science has proven that the most successful people are those who know themselves, both their strengths and weaknesses. This knowledge is important to them as they develop the strategies necessary to meet the demands and challenges of achieving success.

The purpose of this report is to help you to identify and make full use of your strengths, and to help you develop an awareness of any areas that could be limiting your effectiveness. The goal of this report is to help you to achieve greater success for yourself.

### The report gives you a Profile of the Total Person

- **Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.

The information in your report can be useful in planning a self improvement program for your professional development and personal growth.

## A Profile of the Total Person

### Thinking Style

**Learning Index** (An index of expected learning, reasoning and problem solving potential.)

- Overall, you can be expected to complete a new training program with at least adequate success.
- Upon completing a new training program, you appear capable of picking up new concepts without direct support.
- Your overall learning capacity is good; you should demonstrate an adequate understanding of the requirements of a new job.
- You are generally adaptive in the intellectual sense.

**Verbal Skill** (A measure of verbal skill through vocabulary.)

- You should be competent in making analyses involving written and verbal data.
- You have a sound understanding of everyday communication processes.
- You show strong potential for developing existing skills with communication.
- You can build on your foundation as the particular communication skills required in performing the job become familiar.

**Verbal Reasoning** (Using words as a basis in reasoning and problem solving.)

- You are proficient in the use of words and language.
- You demonstrate adequate and, in some areas, good verbal skill.
- You do not typically have any difficulty in effectively communicating thoughts and ideas to others.
- You probably assimilate verbal information as easily as the general population.

**Numerical Ability** (A measure of numeric calculation ability.)

- You should be comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.
- You may need assistance with complex mathematics or technical calculations.
- You should be able to grasp common mathematical principles that apply to the job.
- You should be capable of learning to apply everyday mathematical principles to new, more complex problems as necessary.

**Numeric Reasoning** (Using numbers as a basis in reasoning and problem solving.)

- You should effectively solve numerical problems and mathematical applications.
- You rapidly grasp numerical information.
- You likely have little difficulty in assimilating new information of a numerical nature.
- You are certainly adaptive when handling complex numerical decisions.

**Behavioral Traits****Energy Level** (Tendency to display endurance and capacity for a fast pace.)

- You can be relied on to complete assignments in a timely manner.
- Your typical work pace should be consistently productive.
- Your work pace is compatible with average performance and consistent results.
- You can act with a sense of urgency, even under pressure.

**Assertiveness** (Tendency to take charge of people and situations. Leads more than follows.)

- You are careful in asserting yourself, tending to be more of a follower than a leader.
- You sometimes need to be in charge and to be the leader, but not in all situations.
- You tend to be a good listener, to be more comfortable as a participant in a group rather than the leader.
- You tend to prefer solutions that are not risky and that have been proven to be effective in the past.

**Sociability** (Tendency to be outgoing, people-oriented and participate with others.)

- You prefer democratic supervision, in which two-way dialogue is encouraged.
- You are generally inclined to promote the benefits of teamwork and to involve the team in the discussion of how things will be done.
- You are moderately inclined to be sociable. You tend to be aware of the necessity for keeping lines of communication open.
- You prefer to foster good relations across departments, maintain friendly contact and keep up with the issues of common concern.

**Manageability** (Tendency to follow policies, accept external controls and supervision and work within the rules.)

- You typically are willing to accept guidance and suggestions from others.
- You have a moderately positive attitude concerning organizational constraints and restrictions.
- You are friendly, accommodating and should be fairly easy to work with.
- You demonstrate a willingness to conform to company policies without feeling any loss of personal freedom.

**Attitude** (Tendency to have a positive attitude regarding people and outcomes.)

- You have a positive attitude regarding changes in policies and guidelines.
- You are usually enthusiastic about risk, change and unexpected challenges.
- You demonstrate a tendency to trust most people.
- You express positive expectations for the results, for the outcome of problems and difficult situations.

**Decisiveness** (Uses available information to make decisions quickly.)

- You can be a competent decision maker when given enough time, but have difficulty taking quick, decisive action under pressure.
- You are capable of making decisions that arise from day to day.
- You tend to be cautious, preferring to wait for more information and advice before taking action.
- You must remain prepared and organized if you are to avoid delaying important decisions.

**Accommodating** (Tendency to be friendly, cooperative, agreeable. To be a team person.)

- You tend to be modest, not inclined to take or to maintain an extreme opinion or position.
- You are generally pleasant, friendly and patient. You are not inclined to show temper or frustration.
- You typically recognize the need for working with others and are usually willing to share resources and information.
- You tend to have a cooperative outlook and are generally prepared to help others.

**Independence** (Tendency to be self-reliant, self-directed, to take independent action and make own decisions.)

- You are comfortable with the normal restraints of organizational life.
- You generally prefer to follow established procedures.
- You are usually satisfied with the status quo and are comfortable working within the system.
- You are willing to function in a coordinated, interrelated way, wanting to participate in group decision-making.

**Objective Judgment** (The ability to think clearly and be objective in decision-making.)

- You generally make sensible, on the spot judgments.
- Your judgment and decisions should indicate generally consistent usage of your thinking capabilities.
- Your thinking process will probably emphasize logical deduction more than intuitive capabilities.
- Your judgment should reflect a balance of common sense and practical experience.

### **Occupational Interests**

Your interest results are focused in the Financial, People Service and Enterprising themes. This indicates that you should be motivated to attend to the detailed aspects of a position while focusing on profit issues. Your interests help to balance the administrative side of work with the competitive. Your motivation for working with others complements leading or facilitating teams as well as encouraging them.



***Confidential  
Placement Report***

*for*

**John Doe**

**Church Planner**

Thursday, November 9, 2006

**Bainbridge Associates Inc.  
760 Eagle Mount Boulevard  
Batesville, AR 72501  
870-793-7560**

Pattern Date: 2/21/2006 3:21:06 PM

## Introduction

This report provides information about John Doe, presented in a manner to help you judge his match with a selected position in your organization. Every employable person will match some positions better than other types of work.

This report reflects the responses provided by John Doe when he completed the **Profile XT** assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the “Job Match” target. The enlarged segment of the scale shows where John scored. If the enlarged segment is dark, John is in the “Job Match” pattern; if it is light, he is not. Information about John is reported in these five categories:

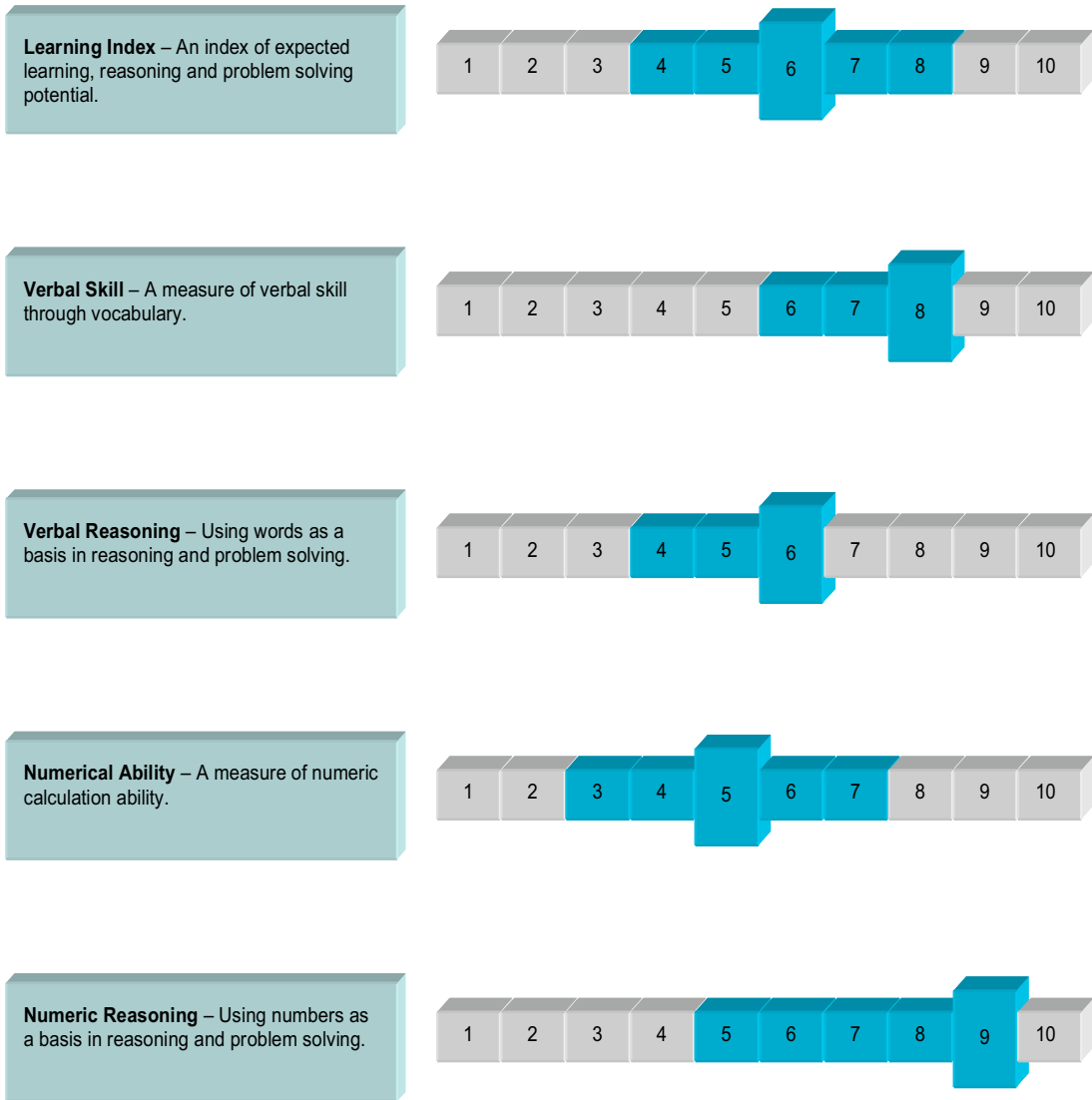
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding John and the significance of his scores.
- **Interview Questions** – Suggested interview questions for acquiring additional information that could be helpful in judging suitability for this position.

Please consult the User’s Guide for additional information on using these results in working with John.

*Equipping leaders with both knowledge and skills to move toward successful church starts.*

## Profile for Thinking Style

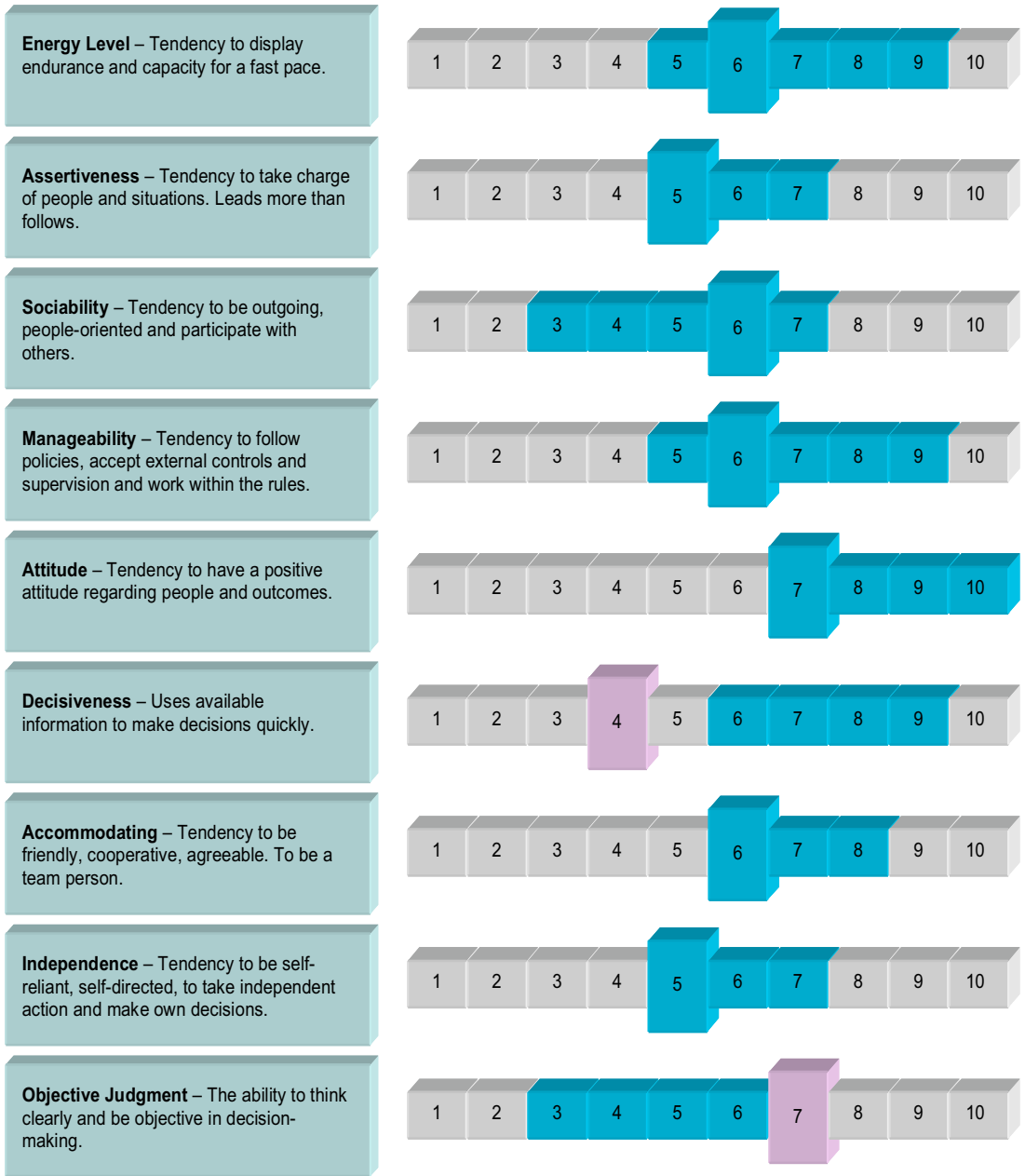
The darker shading represents the Job Match Pattern for the role of Church Planner.  
The larger box indicates this individual's score.



**95%** match with Thinking Style Pattern for the Church Planner position.

John Doe has a **93%** overall match for the Church Planner position.

## Profile for Behavioral Traits



**89% Behavioral Traits Pattern match for the Church Planner position.**

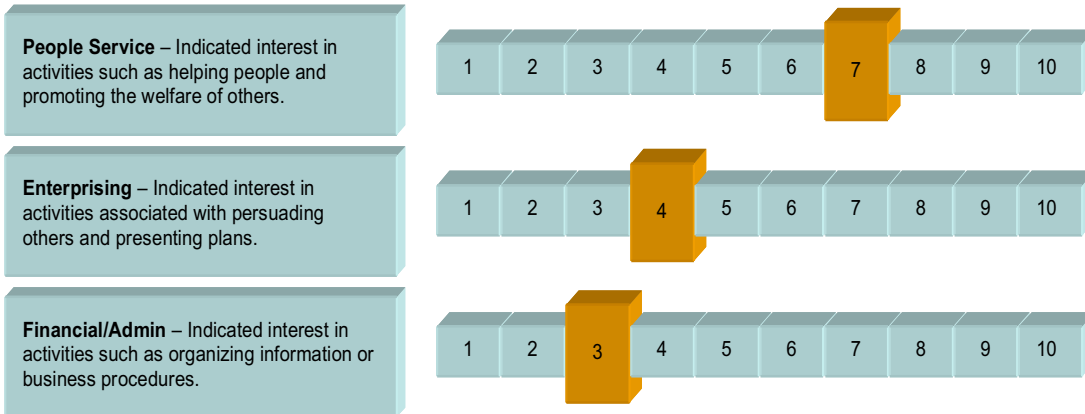
**John Doe has a 93% overall match for the Church Planner position.**

The Distortion Scale Score on this assessment is **9**. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

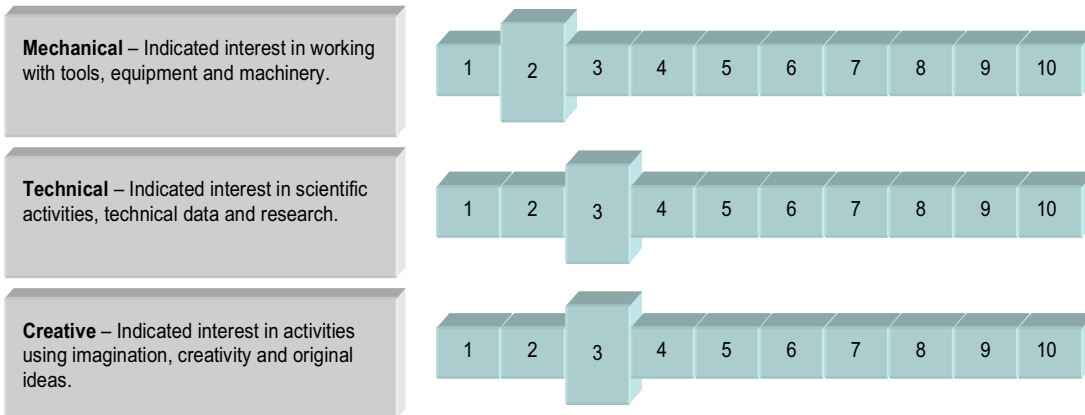
## Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **People Service, Enterprising** and **Financial/Admin**. The other three interests have no impact on this position. The top three interests for John in descending order are: **People Service, Enterprising** and **Financial/Admin**. **Mr. Doe shares all of these interest areas.**

### Top three Interests for this position



### Interests not relevant to this Position



When the top three interests are in common, the Job Match Percentage is greater than if there are fewer than three in common.

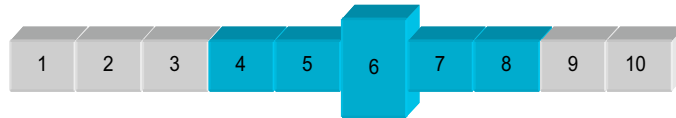
**John Doe has an 95% match with Interest Pattern for the Church Planner position.**

**John Doe has an overall match of 93% for the Church Planner position.**

## The Total Person

This part of the report discusses the results for John Doe on each of the scales in all three sections. The reported scores relate to the working population in general, and not to any specific Job Match Pattern.

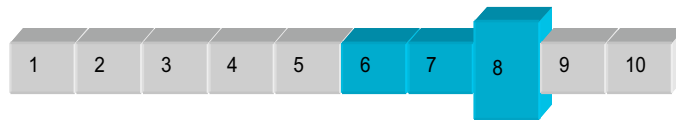
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 4-8      Score 6**

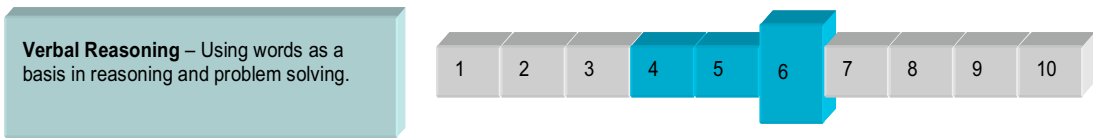
- Overall, Mr. Doe may be expected to complete a typical training program with adequate success.
- Upon completing a new training program, Mr. Doe should pick up new concepts easily.
- John's overall learning index is above average and suggests a good potential for quickly learning new information.
- He is generally adaptive in the intellectual sense.

**Verbal Skill** – A measure of verbal skill through vocabulary.



**Job Pattern 6-8      Score 8**

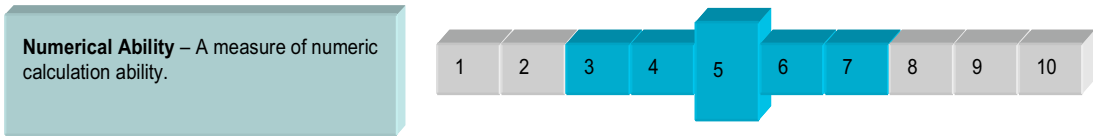
- Mr. Doe should be competent in making analyses involving written and verbal data.
- He has a sound understanding of basic communication processes.
- Mr. Doe shows strong potential for developing his existing communication skills.
- John can build on his basic foundation as the particular communication skills required in performing the job become familiar.



**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.

**Job Pattern 4-6      Score 6**

- Mr. Doe is proficient in the use of words and language.
- He demonstrates adequate and, in some areas, good verbal skill; certain areas and complexities will need training.
- John would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- Mr. Doe probably will assimilate information with success commensurate with the general population.



**Numerical Ability** – A measure of numeric calculation ability.

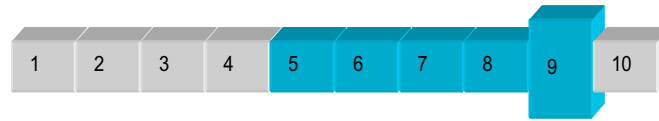
**Job Pattern 3-7      Score 5**

- John is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.
- He needs assistance with complex mathematics or technical calculations.
- Mr. Doe should be able to grasp simple mathematical principles that apply to the job.
- Mr. Doe should be capable of learning to apply basic mathematical principles to new, more complex problems as necessary.

## Placement Report

John Doe

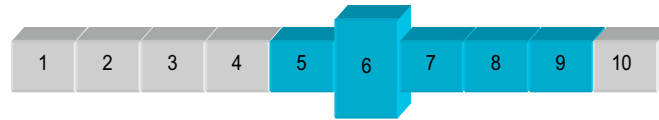
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**Job Pattern 5-9      Score 9**

- Mr. Doe should effectively solve numerical problems and mathematical applications.
- John rapidly grasps numerical information.
- He will likely have little difficulty in assimilating new information of a numerical nature.
- Mr. Doe is certainly adaptive when handling complex numerical decisions.

**Energy Level** – Tendency to display endurance and capacity for a fast pace.

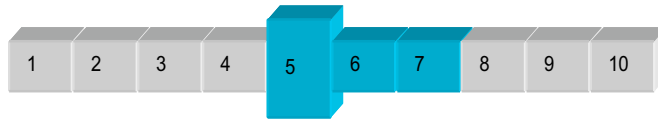


**Job Pattern 5-9      Score 6**

- Mr. Doe can be relied on to complete assignments in a timely manner.
- John's typical work pace should be consistently productive.
- Mr. Doe's work pace is compatible with average performance and consistent results.
- He can act with a sense of urgency, even under pressure.

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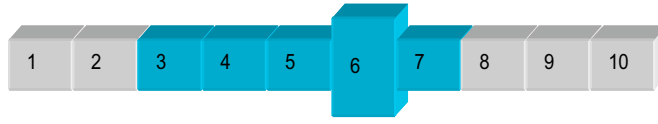
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 5-7      Score 5**

- Mr. Doe is slow to be assertive and tends to be more of a follower than a leader.
- Mr. Doe has a limited need to be in charge or be in control of people and situations.
- He tends to be a good listener, to be more comfortable as a participant in a group rather than as the leader.
- John tends to prefer solutions that are low risk and that have proven effective in the past.

**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



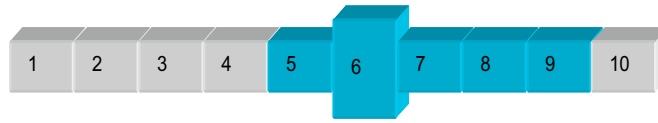
**Job Pattern 3-7      Score 6**

- John prefers democratic supervision, in which two-way dialogue is encouraged.
- Mr. Doe is generally inclined to promote the benefits of teamwork, to involve the team in the discussion of how things will be done.
- Mr. Doe is moderately sociable. He tends to be aware of the necessity for keeping lines of communication open.
- He works to foster good relations across departments, maintains friendly contact and keeps up with the issues of common concern.

**Placement Report**

**John Doe**

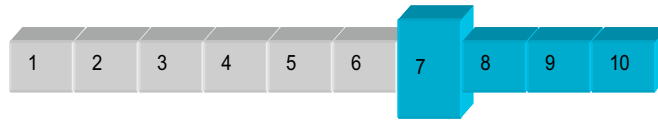
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**Job Pattern 5-9      Score 6**

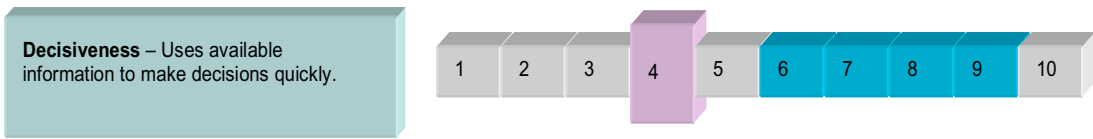
- Mr. Doe is typically willing to accept guidance and suggestions from others.
- John demonstrates a moderately positive attitude concerning organizational constraints and restrictions.
- Mr. Doe is friendly, accommodating and should be fairly easy to manage.
- He should be willing to conform to company policies without feeling any loss of personal freedom.

**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



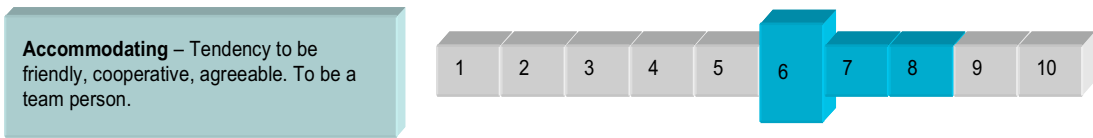
**Job Pattern 7-10      Score 7**

- Mr. Doe demonstrates a positive attitude regarding changes in policies and guidelines.
- He is usually enthusiastic about risk, change and unexpected challenges.
- Mr. Doe has a tendency to trust most people.
- John has positive expectations for the outcome of problems and difficult situations.



**Job Pattern 6-9      Score 4**

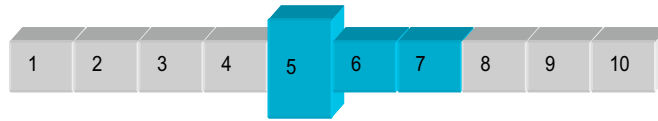
- He can be a competent decision-maker when given enough time, but has difficulty taking decisive action under pressure.
- Mr. Doe is capable of making decisions that arise from day to day.
- John tends to be cautious, preferring to wait for more information and advice before taking action.
- Mr. Doe may be more inclined to delay important decisions if he feels ill-prepared or disorganized.



**Job Pattern 6-8      Score 6**

- John is modest, not inclined to take or to maintain an extreme opinion or position.
- He is generally pleasant, friendly and patient, not inclined to show temper or frustration.
- Mr. Doe typically recognizes the need to work with others and he is usually willing to share resources and information.
- Mr. Doe tends to have a cooperative outlook, generally prepared to help others.

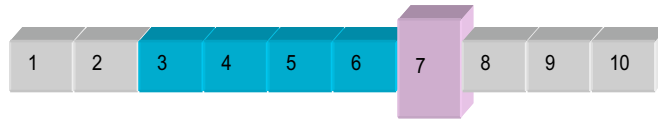
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 5-7      Score 5**

- Mr. Doe is comfortable with the normal restraints of organizational life.
- He generally prefers to follow established procedures.
- John is usually satisfied with the status quo. He is comfortable working within the system.
- Mr. Doe is willing to function in a coordinated, interrelated way, wanting to participate in group decision making.

**Objective Judgment** – The ability to think clearly and be objective in decision-making.



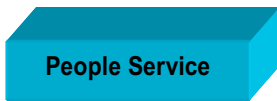
**Job Pattern 3-6      Score 7**

- John generally makes sensible, on the spot judgments.
- Mr. Doe's judgment and decisions should indicate generally consistent usage of his thinking capabilities.
- Mr. Doe's thinking requirements should emphasize logical deduction more than intuitive capabilities.
- Mr. Doe's judgment should reflect a balance of common sense and practical experience.

## Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Mr. Doe are shown here, along with the top three interests for the Church Planner position. Note that John shares ALL top interests with the requirements of this position.

### TOP THREE areas of interest for John Doe.



Indicated interest in activities such as helping people and promoting the welfare of others.

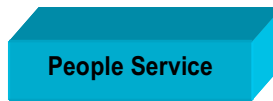


Indicated interest in activities associated with persuading others and presenting plans.



Indicated interest in activities such as organizing information or business procedures.

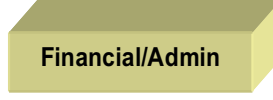
### TOP THREE areas of interest for the position of Church Planner.



Indicated interest in activities such as helping people and promoting the welfare of others.



Indicated interest in activities associated with persuading others and presenting plans.



Indicated interest in activities such as organizing information or business procedures.

Mr. Doe's interest results are focused in the Financial, People Service and Enterprising themes. This indicates that he should be motivated to attend to the detailed aspects of a position while focusing on profit issues. His interests help to balance the administrative side of work with the competitive. His motivation for working with others complements leading or facilitating teams as well as encouraging them.

With People Service as his primary area of interest, Mr. Doe is likely to seek out activities that involve working with and serving others, whether team members, the company or customers. As his main area of interest, these kinds of activities will do best to motivate him. Secondly, he is motivated by the entrepreneurial world of business, as seen in his interest in the Enterprising area. Sales and leadership roles may serve to enhance his motivation on the job. Finally, his interest in Financial/Administrative activities rounds out his profile. While organizing information or keeping records and balancing budgets may not be the central focus of his motivation, these activities play a part in his interest profile.

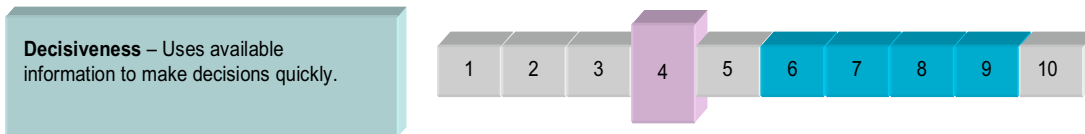
#### Notice:

As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than a third of the final decision.

## Interview Questions

**John Doe scored outside the position match pattern in the following areas. When interviewing John Doe, you should consider the following information:**

### **BEHAVIORAL TRAITS**

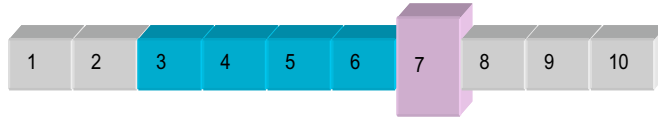


**Job Pattern 6-9      Score 4**

On the Decisiveness scale Mr. Doe is below the designated Job Match Pattern. This suggests that he may respond more deliberately when making decisions than the position typically requires and that he could lack a sense of urgency. Discussions with him might explore the possibility that Mr. Doe may be frustrated with the need for fast-paced decision-making.

- What do you find most challenging about making a hard decision?
- When a decision is needed, how do you prefer to tackle the problem?
- Describe the way you recently handled an on the job emergency.
- Tell me about a specific experience you have had in which it was necessary for you to react quickly because of a change.

**Objective Judgment** – The ability to think clearly and be objective in decision-making.



**Job Pattern 3-6      Score 7**

On the Judgment scale Mr. Doe is above the designated Profile for this Job Match Pattern. This suggests that his decision-making process involves less of a perspective for the "big picture" than the position typically requires. Discussions with him should explore the possibility the position may be too challenging for him to maintain his level of performance which may lead to his frustration.

- What sources of information have provided you with the best data for decision-making; be specific.
- Describe a situation you have experienced when an immediate decision had to be made, even if most of the relevant data was not available.
- Explain when a decision is best made with subjective information, like opinions from relevant sources, or intuitive hunches?
- Good judgment is needed to complement logic in choosing a practical solution. Describe an event when you used good judgment in solving a problem.



***Confidential  
Coaching Report***

*for*

**John Doe**

**Church Planner**

Thursday, November 9, 2006

**Bainbridge Associates Inc.  
760 Eagle Mount Boulevard  
Batesville, AR 72501  
870-793-7560**

Pattern Date: 2/21/2006 3:21:06 PM

## Introduction

The Coaching Report for John Doe provides information that can be helpful in managing, motivating, and coaching John for increased productivity.

This report reflects the responses provided by John Doe when he completed the **Profile XT** assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the “Job Match” pattern for the position. The enlarged segment of the scale shows where John scored. If the enlarged segment is dark, John is in the “Job Match” pattern; if it is light, he is not. Information about John is reported in these five categories:

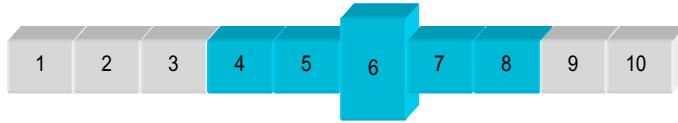
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding John and the significance of his scores.
- **Coaching Comments** – Ideas for your consideration when coaching John.

Please consult the User’s Guide for additional information on using these results in working with John.

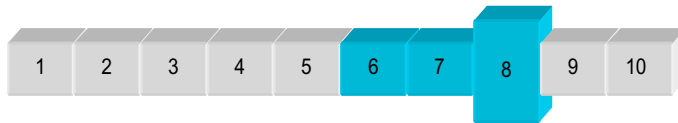
# Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of Church Planner. The larger box indicates this individual's score.

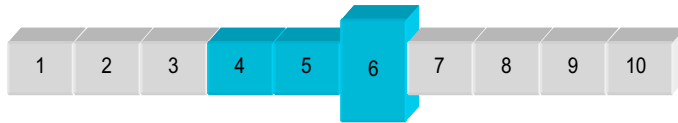
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



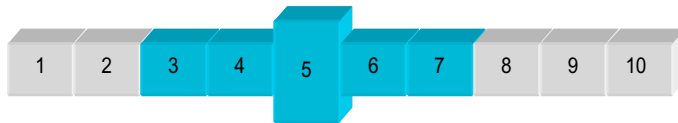
**Verbal Skill** – A measure of verbal skill through vocabulary.



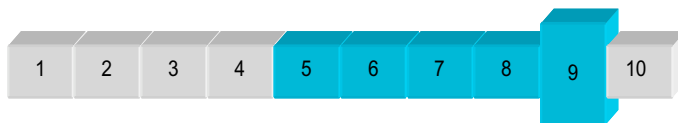
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Numerical Ability** – A measure of numeric calculation ability.

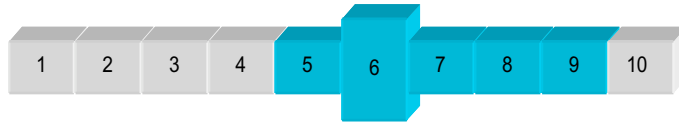


**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.

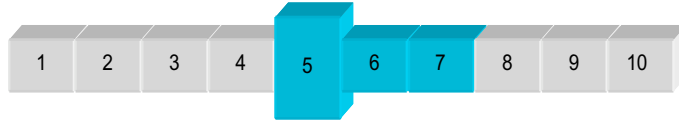


## Profile for Behavioral Traits

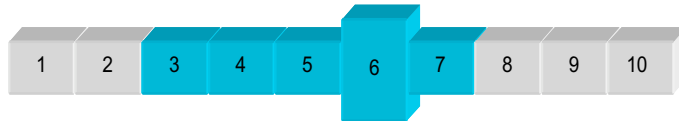
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



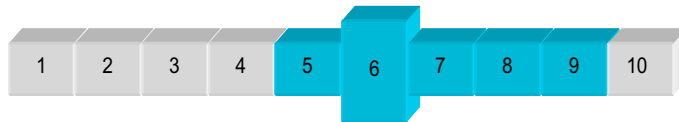
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



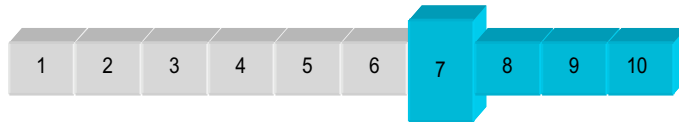
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



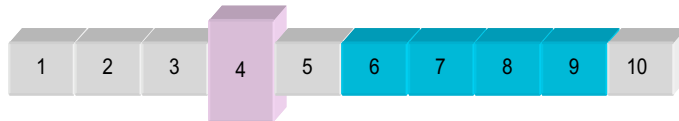
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



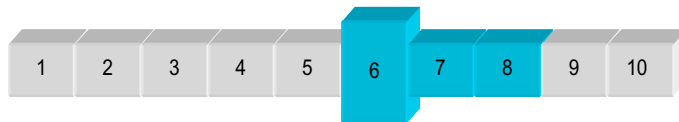
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



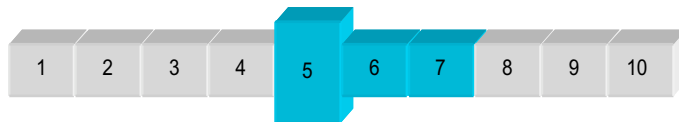
**Decisiveness** – Uses available information to make decisions quickly.



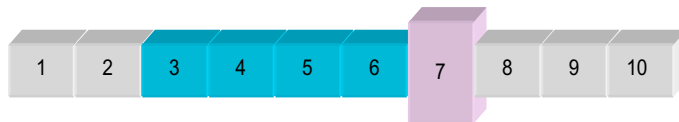
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



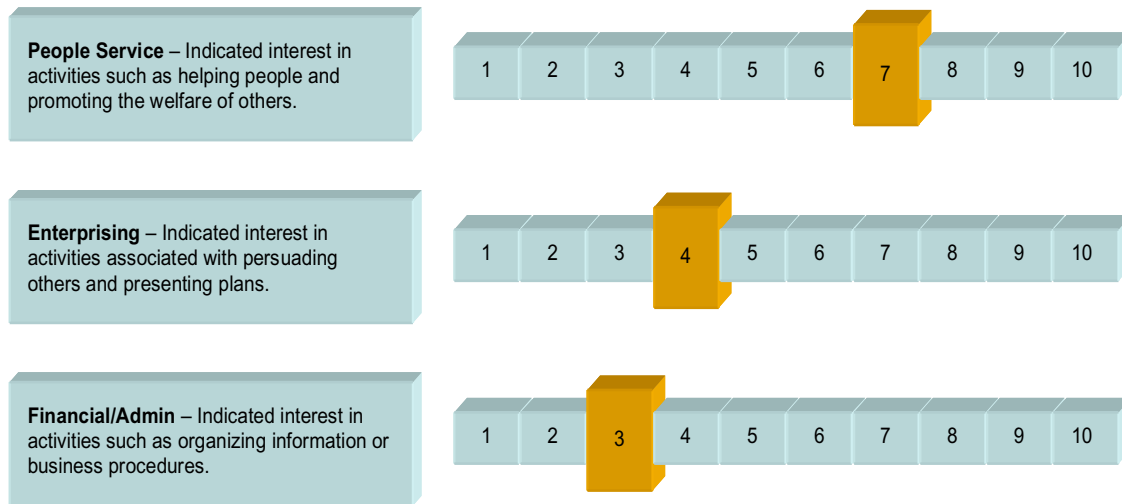
**Objective Judgment** – The ability to think clearly and be objective in decision-making.



## Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **People Service, Enterprising** and **Financial/Admin**. The other three interests have no impact on this position. The top three interests for John in descending order are: **People Service, Enterprising** and **Financial/Admin**. **Mr. Doe shares all of these interest areas.**

### Top three Interests for this position



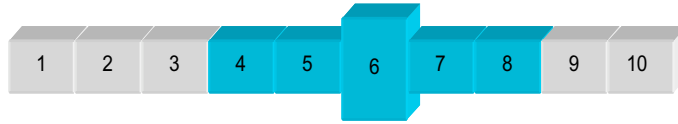
### Interests not relevant to this Position



## A Profile of the Total Person

### Thinking Style

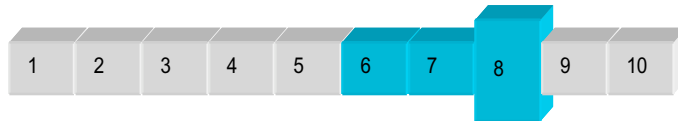
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 4-8      Score 6**

- Overall, Mr. Doe may be expected to complete a typical training program with adequate success.
- Upon completing a new training program, Mr. Doe should pick up new concepts easily.
- John's overall learning index is above average and suggests a good potential for quickly learning new information.
- He is generally adaptive in the intellectual sense.

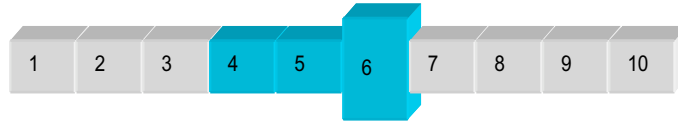
**Verbal Skill** – A measure of verbal skill through vocabulary.



**Job Pattern 6-8      Score 8**

- Mr. Doe should be competent in making analyses involving written and verbal data.
- He has a sound understanding of basic communication processes.
- Mr. Doe shows strong potential for developing his existing communication skills.
- John can build on his basic foundation as the particular communication skills required in performing the job become familiar.

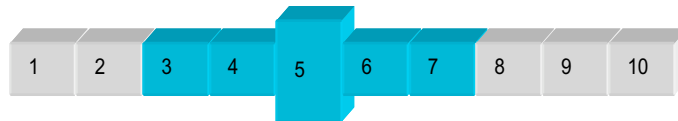
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Job Pattern 4-6      Score 6**

- Mr. Doe is proficient in the use of words and language.
- He demonstrates adequate and, in some areas, good verbal skill; certain areas and complexities will need training.
- John would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- Mr. Doe probably will assimilate information with success commensurate with the general population.

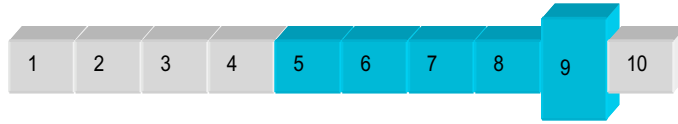
**Numerical Ability** – A measure of numeric calculation ability.



**Job Pattern 3-7      Score 5**

- John is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.
- He needs assistance with complex mathematics or technical calculations.
- Mr. Doe should be able to grasp simple mathematical principles that apply to the job.
- Mr. Doe should be capable of learning to apply basic mathematical principles to new, more complex problems as necessary.

**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.

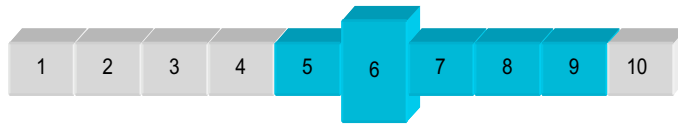


**Job Pattern 5-9      Score 9**

- Mr. Doe should effectively solve numerical problems and mathematical applications.
- John rapidly grasps numerical information.
- He will likely have little difficulty in assimilating new information of a numerical nature.
- Mr. Doe is certainly adaptive when handling complex numerical decisions.

**Behavioral Traits**

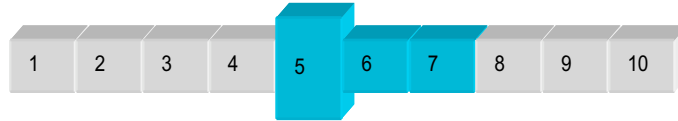
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



**Job Pattern 5-9      Score 6**

- Mr. Doe can be relied on to complete assignments in a timely manner.
- John's typical work pace should be consistently productive.
- Mr. Doe's work pace is compatible with average performance and consistent results.
- He can act with a sense of urgency, even under pressure.

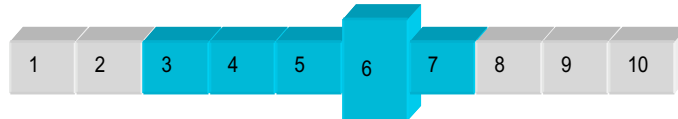
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 5-7      Score 5**

- Mr. Doe is slow to be assertive and tends to be more of a follower than a leader.
- Mr. Doe has a limited need to be in charge or be in control of people and situations.
- He tends to be a good listener, to be more comfortable as a participant in a group rather than as the leader.
- John tends to prefer solutions that are low risk and that have proven effective in the past.

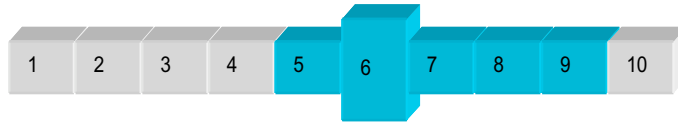
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



**Job Pattern 3-7      Score 6**

- John prefers democratic supervision, in which two-way dialogue is encouraged.
- Mr. Doe is generally inclined to promote the benefits of teamwork, to involve the team in the discussion of how things will be done.
- Mr. Doe is moderately sociable. He tends to be aware of the necessity for keeping lines of communication open.
- He works to foster good relations across departments, maintains friendly contact and keeps up with the issues of common concern.

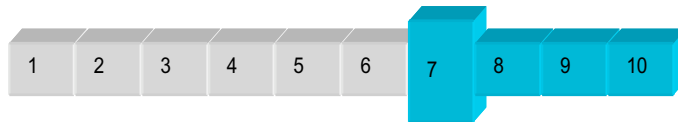
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**Job Pattern 5-9      Score 6**

- Mr. Doe is typically willing to accept guidance and suggestions from others.
- John demonstrates a moderately positive attitude concerning organizational constraints and restrictions.
- Mr. Doe is friendly, accommodating and should be fairly easy to manage.
- He should be willing to conform to company policies without feeling any loss of personal freedom.

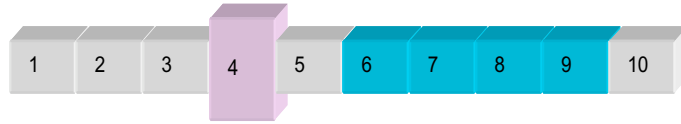
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



**Job Pattern 7-10      Score 7**

- Mr. Doe demonstrates a positive attitude regarding changes in policies and guidelines.
- He is usually enthusiastic about risk, change and unexpected challenges.
- Mr. Doe has a tendency to trust most people.
- John has positive expectations for the outcome of problems and difficult situations.

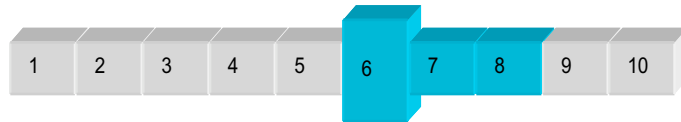
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 6-9      Score 4**

- He can be a competent decision-maker when given enough time, but has difficulty taking decisive action under pressure.
- Mr. Doe is capable of making decisions that arise from day to day.
- John tends to be cautious, preferring to wait for more information and advice before taking action.
- Mr. Doe may be more inclined to delay important decisions if he feels ill-prepared or disorganized.

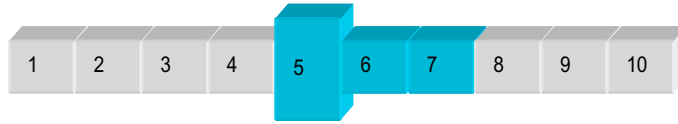
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**Job Pattern 6-8      Score 6**

- John is modest, not inclined to take or to maintain an extreme opinion or position.
- He is generally pleasant, friendly and patient, not inclined to show temper or frustration.
- Mr. Doe typically recognizes the need to work with others and he is usually willing to share resources and information.
- Mr. Doe tends to have a cooperative outlook, generally prepared to help others.

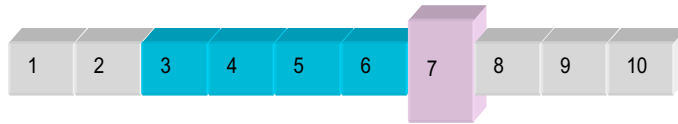
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 5-7      Score 5**

- Mr. Doe is comfortable with the normal restraints of organizational life.
- He generally prefers to follow established procedures.
- John is usually satisfied with the status quo. He is comfortable working within the system.
- Mr. Doe is willing to function in a coordinated, interrelated way, wanting to participate in group decision making.

**Objective Judgment** – The ability to think clearly and be objective in decision-making.



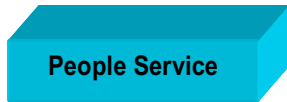
**Job Pattern 3-6      Score 7**

- John generally makes sensible, on the spot judgments.
- Mr. Doe's judgment and decisions should indicate generally consistent usage of his thinking capabilities.
- Mr. Doe's thinking requirements should emphasize logical deduction more than intuitive capabilities.
- Mr. Doe's judgment should reflect a balance of common sense and practical experience.

## Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Mr. Doe are shown here, along with the top three interests for the Church Planner position. Note that John shares ALL top interests with the requirements of this position.

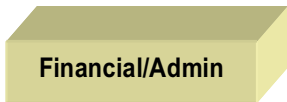
### TOP THREE areas of interest for John Doe.



Indicated interest in activities such as helping people and promoting the welfare of others.

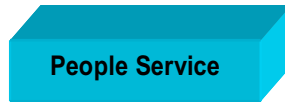


Indicated interest in activities associated with persuading others and presenting plans.



Indicated interest in activities such as organizing information or business procedures.

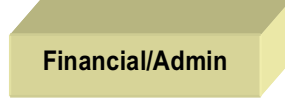
### TOP THREE areas of interest for the position of Church Planner.



Indicated interest in activities such as helping people and promoting the welfare of others.



Indicated interest in activities associated with persuading others and presenting plans.



Indicated interest in activities such as organizing information or business procedures.

Mr. Doe's interest results are focused in the Financial, People Service and Enterprising themes. This indicates that he should be motivated to attend to the detailed aspects of a position while focusing on profit issues. His interests help to balance the administrative side of work with the competitive. His motivation for working with others complements leading or facilitating teams as well as encouraging them.

With People Service as his primary area of interest, Mr. Doe is likely to seek out activities that involve working with and serving others, whether team members, the company or customers. As his main area of interest, these kinds of activities will do best to motivate him. Secondly, he is motivated by the entrepreneurial world of business, as seen in his interest in the Enterprising area. Sales and leadership roles may serve to enhance his motivation on the job. Finally, his interest in Financial/Administrative activities rounds out his profile. While organizing information or keeping records and balancing budgets may not be the central focus of his motivation, these activities play a part in his interest profile.

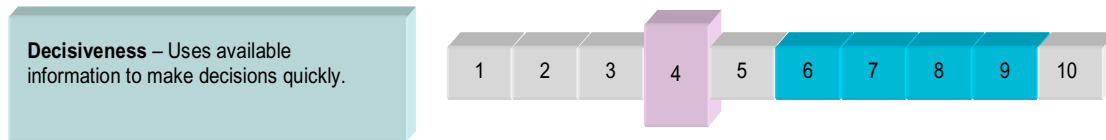
**Notice:**

*As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than a third of the final decision.*

## Coaching Comments

John Doe scored outside the position match pattern in the following areas. When working with John Doe, you might consider the following:

### BEHAVIORAL TRAITS

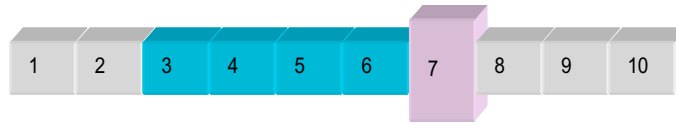


**Job Pattern 6-9      Score 4**

On the Decisiveness scale Mr. Doe is below the designated Job Match Pattern. This suggests that he may respond more deliberately when making decisions than the position typically requires and that he could lack a sense of urgency. Discussions with him might explore the possibility that Mr. Doe may be frustrated with the need for fast-paced decision-making.

- Encourage him that we have to take risks when decisions are required in a timely manner. Build this risk acceptance by providing low risk situations, then building the potential for risk as he adapts.
- Build John's enthusiasm to take action by example of your own capacity to act with a sense of urgency.
- Provide training in risk management as well as how to handle stress. This should improve the time necessary for Mr. Doe to make snap decisions.
- Mr. Doe tends to make decisions patiently, so emphasize the importance of deadlines and making decisions without extended analysis.

**Objective Judgment** – The ability to think clearly and be objective in decision-making.



### Job Pattern 3-6      Score 7

On the Judgment scale Mr. Doe is above the designated Profile for this Job Match Pattern. This suggests that his decision-making process involves less of a perspective for the "big picture" than the position typically requires. Discussions with him should explore the possibility the position may be too challenging for him to maintain his level of performance which may lead to his frustration.

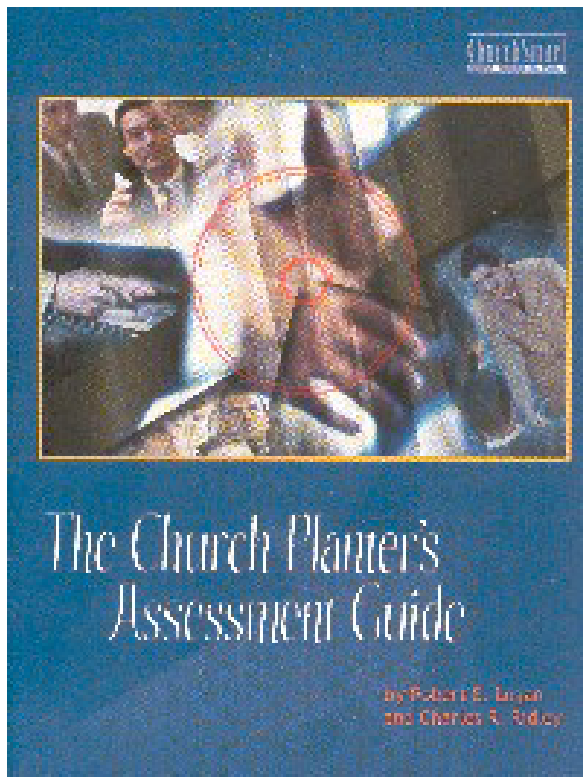
- Offer John more opportunities to make snap decisions based on intuition. Begin with low risk decisions and allow time for him to gain more confidence in this less objective manner of decision making, typical of this position.
- Coach Mr. Doe on the techniques of probing others for information, how to assimilate this information holistically and make a decision based on his overall impressions rather than on simple or basic facts.
- Train him on how to gather information of a subjective manner, like the opinions of team members and subordinates, in order to make decisions that require more intuition on his part.
- Mr. Doe has a tendency to rely more on objective data when making decisions. He needs practice and guidance in using a more intuitive approach. Focus training on looking at information in a more holistic and general way, emphasizing a more personal approach to decision making.

**To use the Profile XT as part of your assessment process,  
contact the Arkansas Conference UMC:**

**Rose Kuonen - registrar, 501-324-8033, rkuonen@arumc.org**

**OR**

**Bob Crossman, 501-324-8012, bcrossman@arumc.org**



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