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Report Prepared for: **FAI Complimentary MERIT Profile**

Applicant Name: **TAYLOR SAMPLE**

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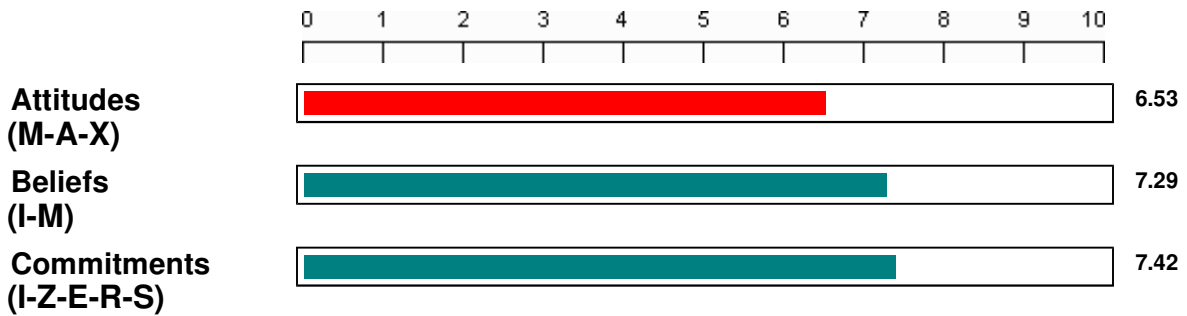


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Status Indicator: 1

SECTION I : Character Summary

The graph that follows summarizes the 10 character competency scores into three categories. Teal bars indicate the strongest competencies and red bars indicate the need for development.



Attitude describes a person's pattern of emotions and actions that indicates their mental state and disposition.

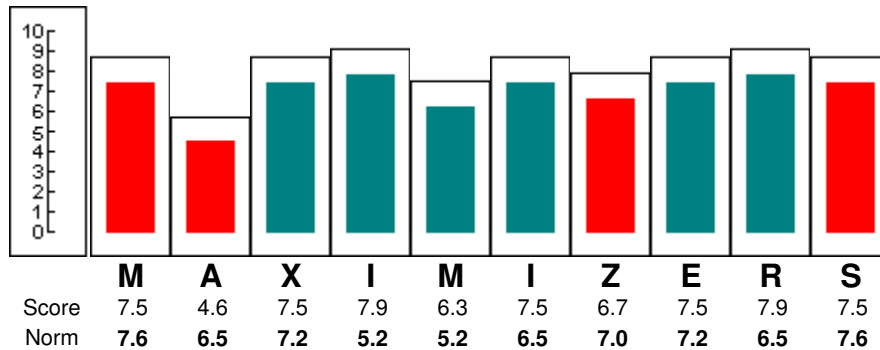
Belief describes a person's mental framework where they have formed opinions, judgments and acceptance of what is true.

Commitment describes the mental framework in which a person makes choices to act in a certain and consistent manner that is aligned with their attitudes and beliefs.



Character Competency Scores

The graph below shows the individual scores for the 10 character competencies. Teal bars identify competencies that increase in strength as the score increases in relation to each competency norm. Red bars identify competencies that increase in the need for development as the score decreases in relation to each competency norm.





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SECTION II: MAXIMIZERS™ Character Competencies Definitions

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



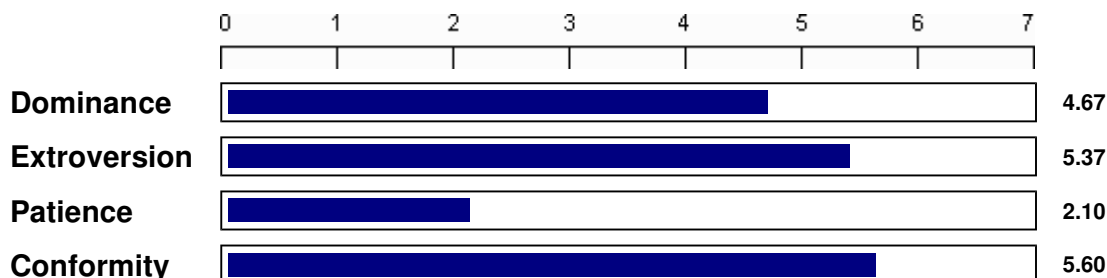
| Character Competency | Meaning of Scores |
|---------------------------------------|---|
| M ake Things Happen | High: Demonstrates initiative and personal discipline Low: Prefers to follow others and minimize pressure on self |
| A chieve Personal Significance | High: Demonstrates a healthy self-awareness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



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SECTION III: Behavior Summary

The behavior trait below with the highest score may explain up to 50% of behavior.



Behavior Trait Definitions

In the Behavior Trait Summary above, scores for four foundational behavior traits are provided on a seven-point scale. Following are basic definitions for each of these traits. These are not descriptions of this particular participant, but simply a general indication of what *high* or *low* mean.

| Behavioral Trait | Meaning of Scores |
|---|--|
| D ominance The control trait. | High: Likes to lead, to be in charge, tends to be all business, sees the big picture, looks to the future, delegates the details. Low: Accepts a supportive role, gives attention to what needs to be done today, tends to be hands-on. |
| E xtroversion The people communication trait. | High: Likes to talk, persuasive, good communicator, is outgoing, relates well to people, exciting, likes to be where the action is. Low: Reserved, thoughtful, deliberate, tends not to draw attention to self. |
| P atience The pace or rate of motion trait. | High: Supportive, likes to work at own pace, wants to please, focuses on immediate tasks, able to wait, warm, gentle, and nice. Low: Fast-paced, hates to wait, may be impulsive. |
| C onformity The structure detail trait. | High: Depends on clear instructions or other authority, wants to be right, tends to be precise, is highly organized, thorough, conscientious. Low: Very independent, tends to focus on the big picture, may expect others to take care of details, more likely to be proactive than reactive. |



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Behavior Summary Statements

Based on the obtained responses, the following behavioral styles, tendencies and actions are exhibited:

- TAYLOR pays a lot of attention to systems, and probably the latest technologies, that help keep things organized and orderly. TAYLOR tries hard to follow the rules so that things are done right.
- TAYLOR likes to know what the goal is and to have clear instructions about how to proceed. TAYLOR probably keeps a timer with a daily schedule and "to do" list and then enjoys checking off the items as they are completed.
- This person is good at following up and pulling things together to get closure. TAYLOR pays attention to details and dislikes loose ends. However, TAYLOR also is fast-paced and wants things done quickly. In other words, TAYLOR wants "high productivity" with near "flawless performance."
- There may be times when TAYLOR struggles with decisions due to the competition between wanting to be right and wanting to finish the job. This frustration may be displayed in changes of mind from one decision to another and back again.
- This person probably has good social skills, is a good communicator, and relates well to people. However, TAYLOR may be careful about who is permitted into the inner-circle of "best" friends.
- This person likes to talk and may do more talking than listening. TAYLOR is probably persuasive, more of a "seller" than one who teaches or makes demands.
- Certain indicators suggest that TAYLOR may have the unique ability to see both the forest and the trees, to be able to visualize what needs to be done in the future as well as keeping in focus things that need to be done today.
- TAYLOR tends to be very careful and cautious, one who needs to be truthful and accurate, one who may see the "yellow flags" before anyone else does. That usually means that statements made by TAYLOR are supported with facts or quotes from respected authorities, or other "convincing" documentation.
- This person has a keen eye for detecting error. There may be times when work, or a product, is less than perfect or does not comply with the rules or procedures or policies. In those instances, TAYLOR will likely identify the problem and express criticism or pass judgment, with the intention, of course, of making "necessary" improvements.
- TAYLOR has an above average level of energy. This probably means that energy is spent on personal interests in addition to work, such as, hobbies, sports, workouts, or community activities or events.



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SECTION IV : Character Competency Group Summaries

Attitudes Summary

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

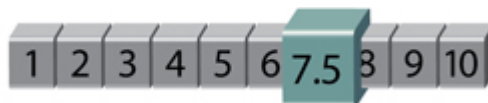
Make Things Happen
An attitude of proactive habit development and personal discipline.



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



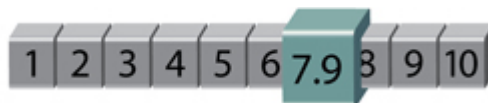
X Out the Negatives
A positive, action-oriented response to fears, difficulties and problems.



Beliefs Summary

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

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



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

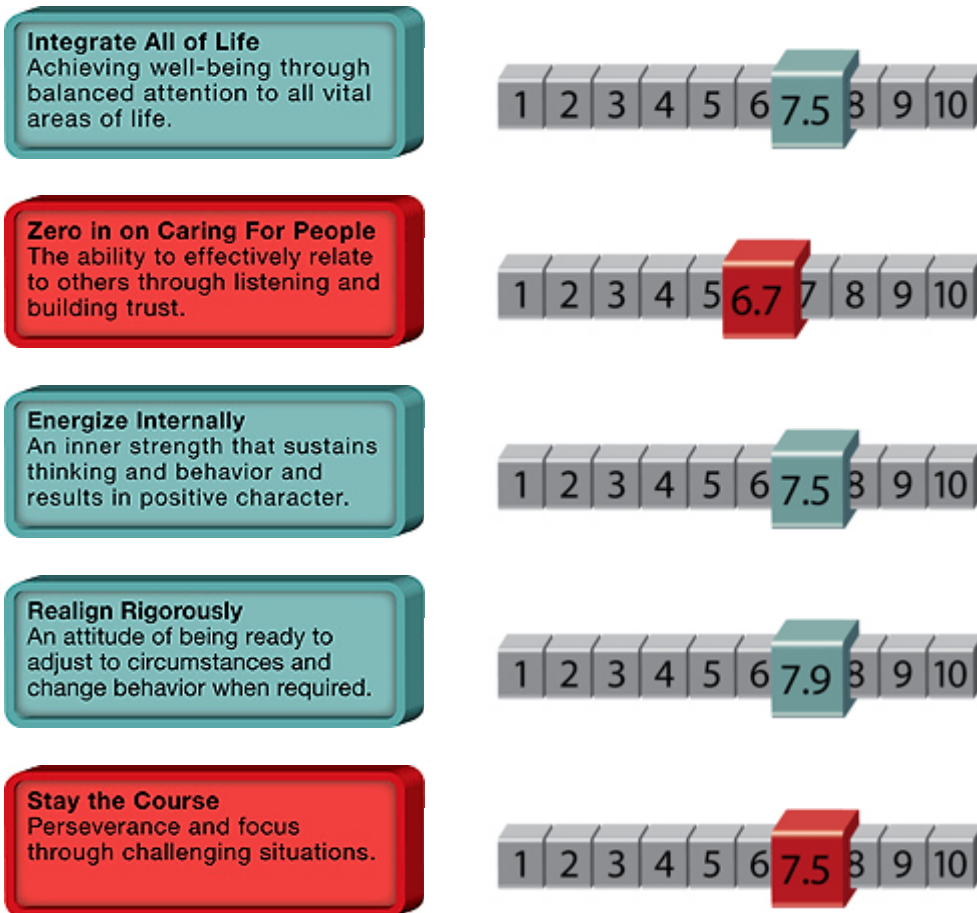




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Commitments Summary

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



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

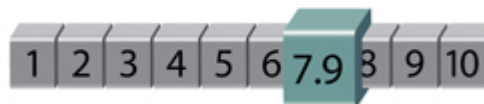


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SECTION V : Character Competencies At Or Above The Norm Line

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

Realign Rigorously
 An attitude of being ready to adjust to circumstances and change behavior when required.



Norm : 6.5

Personal Norm : 6.3

Score : 7.9

- People would say that TAYLOR is generally able to see the value of making mistakes, learning from them and moving on.
- TAYLOR will try to overcome most hardships and may only occasionally lose the focus required to solve a problem.
- People would generally describe TAYLOR as someone who looks for opportunities to grow. TAYLOR probably seeks exposure to new ideas and concepts balanced with trusting that which is "tried and true."
- Given sufficient time and a reasonable amount of pressure, TAYLOR can work on solving a challenge until a solution is found.
- TAYLOR is generally comfortable with some ambiguity and is willing to work at the process of arriving at a solution when key information is missing.

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



Norm : 5.2

Personal Norm : 6.3

Score : 7.9

- TAYLOR will consider some personal moral values to be very important and will normally behave in a manner that makes those values obvious and actualized.
- TAYLOR would not be likely to bend principles for personal gain and may challenge other people who demonstrate such a pattern in their behavior.
- Others will describe TAYLOR as someone who has a well developed sense of right and wrong. This attitude will tend to cause TAYLOR to aspire to higher standards than just what is legally permissible.
- TAYLOR's life experiences have probably shaped his view of "absolutes" in such a way that personal convictions come through fairly strong. TAYLOR will likely articulate these views with some assertiveness.
- TAYLOR will view himself as a more moral person than many others: i.e., someone who will make choices based on relatively high standards of personal integrity.



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X Out the Negatives
A positive, action-oriented response to fears, difficulties and problems.



Norm : 7.2

Personal Norm : 6.3

Score : 7.5

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

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



Norm : 6.5

Personal Norm : 6.3

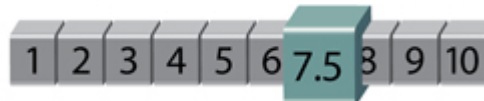
Score : 7.5

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



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Energize Internally
An inner strength that sustains thinking and behavior and results in positive character.



Norm : 7.2

Personal Norm : 6.3

Score : 7.5

- People would typically describe TAYLOR as a person with a noticeable degree of personal integrity. TAYLOR probably has a clear sense of right and wrong and will usually act consistently in alignment with that perspective.
- TAYLOR may avoid doing wrong more from a sense of letting people down than a fear of being caught.
- TAYLOR values completing work in a timely way, but also expects people to do things the right way and not cut corners or dishonestly achieve a goal.
- People would sense that TAYLOR is committed to certain personal standards and beliefs and that a person's behavior should be governed by these commitments most of the time.
- Others would probably describe TAYLOR as someone who can do things in an ethical manner, but can also flex the rules for the right reason.

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



Norm : 5.2

Personal Norm : 6.3

Score : 6.3

- TAYLOR can be goal-oriented and hard working when those efforts are related to a cause of personal importance.
- TAYLOR is usually focused and probably has some favorite things to do that provide a sense of self-fulfillment. TAYLOR is likely to keep track of objectives and structure activities so that things get accomplished.
- TAYLOR will tend to evaluate the relevancy of activities based on whether those activities are aligned with personal objectives and values.
- TAYLOR has developed a sense of what is involved in achieving personal success. TAYLOR is mostly intrinsically motivated to pursue that success and probably requires little external prompting.
- TAYLOR usually has sufficient energy to invest in things that will keep TAYLOR moving forward along desired paths.



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SECTION VI : Character Competencies Below the Norm Line

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

Stay the Course
Perseverance and focus through challenging situations.



Norm : 7.6

Personal Norm : 6.3

Score : 7.5

- TAYLOR will sometimes struggle with working through challenges to meet goals. This struggle may be more apparent when those goals are unclear and/or somewhat ambiguous.
- TAYLOR will be probably not be effective in project leadership when the expectations of others are viewed as unreasonable and there is an apparent lack of appreciation for the energy invested.
- This person will, at times, not recognize the personal tendencies that limit perseverance toward certain goals. TAYLOR may therefore require some follow-up to ensure that the important goals are on track.
- TAYLOR may need to see both clear rewards and consequences in order to maintain a consistent performance. It will be important for TAYLOR's supervisor to communicate these and provide feedback.
- TAYLOR may sometimes struggle with overcoming and learning from obstacles and could repeat mistakes as a result.

Make Things Happen
An attitude of proactive habit development and personal discipline.



Norm : 7.6

Personal Norm : 6.3

Score : 7.5

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



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Zero in on Caring For People
The ability to effectively relate to others through listening and building trust.



Norm : 7.0

Personal Norm : 6.3

Score : 6.7

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

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



Norm : 6.5

Personal Norm : 6.3

Score : 4.6

- TAYLOR will not place a great deal of value on or devote much energy to activities that do not have a compelling personal gain attached to them.
- TAYLOR's life experiences may have reinforced the notion that most hard work goes unnoticed and unrewarded; therefore, extra effort is usually considered not worth the little return that may be gained.
- TAYLOR will typically come across as having mostly a short-term view of things instead of a long-term perspective. This will limit how much staying power TAYLOR has for difficult tasks that do not produce quick results.
- TAYLOR's sense of self-worth is more tied to "what I do" than "who I am" and this probably conveys to others that TAYLOR has little interest in influencing the ethical and moral values of others.
- TAYLOR is going to be more motivated by extrinsic rewards than intrinsic rewards. This means TAYLOR will be more responsive to tangible performance incentives than compliments and fulfilling a personal vision in the future.