

# Watson-Glaser™ II Critical Thinking Appraisal Profile Report

Name: John Sample

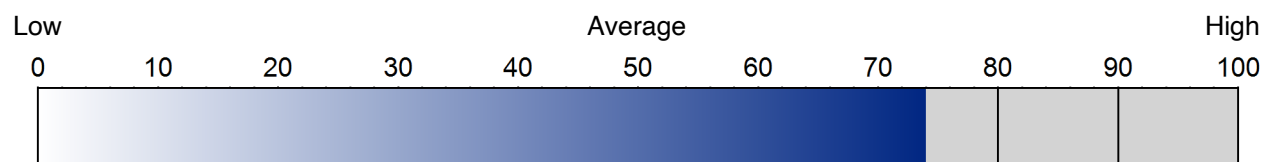
Date of Testing: 08/26/2019

Organization: The Metiss Group

Job Title: COO

## Overall Critical Thinking Performance

Norm Group Manager (2012)



Percentile : 74

Raw Score : 32

## Overall Score Interpretation

John Sample obtained a total raw score of 32 out of 40 possible points on the Watson-Glaser™ II, Form E. John Sample's score was better than or equal to 74% of the individuals in the norm group indicated above. In comparison with peers from this group, John Sample is likely to be highly skilled and consistent in applying the critical thinking necessary for effective analysis and decision making.

## Subscale Performance

	# Items	# Correct	Low	Average	High
Recognize Assumptions	12	8			
Evaluate Arguments	12	11			
Draw Conclusions	16	13			

## Subscale Score Interpretation

### Recognize Assumptions:

John Sample scored in the average range compared to the individuals in the norm group. This score suggests moderate skill and consistency when this individual needs to:

- “read between the lines” – identify what is expected or assumed to be true in situations.
- define and redefine issues, as well as explore alternative points of view.

### Evaluate Arguments:

John Sample scored in the high range compared to the individuals in the norm group. This score suggests high skill and consistency when this individual needs to:

- evaluate arguments based on the relevance and strength of the evidence supporting them.
- analyze information objectively, without allowing preferences or emotions to influence evaluations.

### Draw Conclusions:

John Sample scored in the average range compared to the individuals in the norm group. This score suggests moderate skill and consistency when this individual needs to:

- gather sufficient information, weigh it appropriately, and assimilate it into a sound conclusion.
- interpret evidence appropriately, without generalizing it into unwarranted conclusions.

PEARSON



## Skills and Abilities Assessed by the Watson-Glaser™ II Critical Thinking Appraisal

The Watson-Glaser™ II Critical Thinking Appraisal is designed to measure select skills and abilities involved in critical thinking. These include:

- **Recognize Assumptions** — Assumptions are statements that are assumed to be true in the absence of proof. Identifying them helps reveal information gaps and enrich perspectives on an issue. Assumptions can be unstated or directly stated. Being aware of these assumptions and directly assessing their appropriateness to a situation improves the quality and comprehensiveness of critical thinking.
- **Evaluate Arguments** — Arguments are assertions that are intended to persuade someone to believe or act a certain way. Evaluating arguments is the process of analyzing such assertions objectively and accurately. Analyzing arguments helps determine whether to believe something or not and how to respond accordingly. Evaluating arguments requires the ability to overcome a confirmation bias—the tendency to look for and agree with information that confirms prior beliefs. Emotion plays a key role in evaluating arguments as well—a high level of emotion can cloud objectivity and the ability to accurately evaluate arguments.
- **Draw Conclusions** — Drawing conclusions consists of arriving at conclusions that logically follow from the available evidence. It includes evaluating all relevant information before drawing a conclusion, judging the likelihood of different conclusions being correct, selecting the most appropriate conclusion, and avoiding overgeneralization beyond the evidence.

**Note.** The Watson-Glaser™ II Critical Thinking Appraisal should never be used as the sole basis for making an employment decision. For more information on best practices for using test scores in selection decisions, please consult the *Watson-Glaser™ II Critical Thinking Appraisal Manual*, the *Uniform Guidelines for Employee Selection Procedures*, the *Standards for Educational and Psychological Testing*, and the *Principles for the Validation and Use of Personnel Selection Procedures*.



TTI  
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**TriMetrix®**

**Talent**

**John Sample**

**3-12-2025**

**Behavior Experts At Work**

The Metiss Group

Charlotte, NC

[assess@themetissgroup.com](mailto:assess@themetissgroup.com)



**The Metiss Group™**

behavior experts at work

# Table of Contents



Introduction - <i>Where Opportunity Meets Talent</i> .....	3
Personal Skills Hierarchy .....	4
Personal Interests, Attitudes and Values .....	8
Feedback .....	9
Personal Skills Feedback .....	10
Personal Interests, Attitudes and Values - <i>Feedback</i> .....	12
Behavioral Feedback .....	13
Behavioral Feedback .....	14
Dimensional Balance .....	15
Category Breakdown - <i>For Consulting and Coaching</i> .....	16
Core Skills List - <i>For Consulting and Coaching</i> .....	17
Style Insights® Graphs .....	19
The TTI Success Insights® Wheel .....	20
Motivation Insights® Graph .....	22
Attitudes Wheel™ .....	23
Trigraph .....	24

# Introduction



## Where Opportunity Meets Talent

Research has proven that job-related talents are directly related to job satisfaction and personal performance. People are well positioned to achieve success when they are engaged in work suited to their inherent skills, behavioral style and unique values. Your TTI TriMetrix Talent Report can be compared with specific job requirements outlined in TTI TriMetrix Job Reports. When the talent required by the job is clearly defined and in turn matched to the individual, everyone wins!

**The following is a highly-personalized portrait of your talent in three main sections:**

### Personal Skills Hierarchy (23 Areas)

This section presents 23 key personal skills and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.

### Personal Interests, Attitudes And Values (6 Areas)

This section identifies what motivates you. In order to be successful and energized on the job, it is important that your underlying values are satisfied through the nature of your work. When they are, you feel personally rewarded by your work.

### Behavioral Hierarchy (12 Areas)

This section ranks the traits that most closely describe your natural behavior. When your job requires the use of your top behavioral traits, your potential for success increases, as do your levels of personal and professional satisfaction.

### Personal Skills Feedback

This section provides detail on your top seven talents. Apply your strongest talents to your job as appropriate and develop further talents as required.

### Personal Interests, Attitudes And Values Feedback

This section expands on three areas that you value most. When your job emphasizes what you value, you will feel personally rewarded.

### Behavioral Feedback

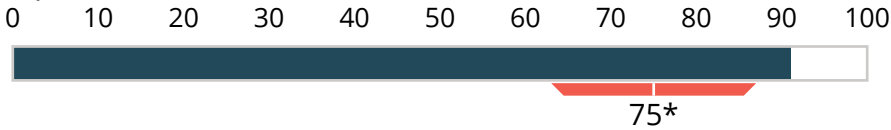
This section gives you insight into your top three behavioral traits to further identify your unique strengths.

# Personal Skills Hierarchy

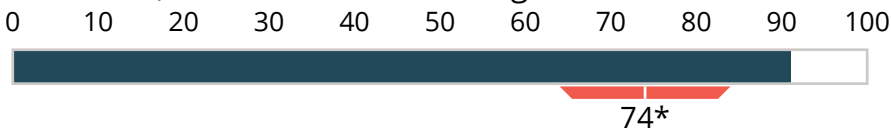


Your unique hierarchy of personal skills is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your personal skills from top to bottom.

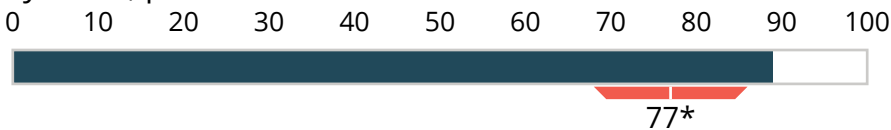
**1. Problem Solving** - The ability to identify key components of a problem to formulate a solution or solutions.



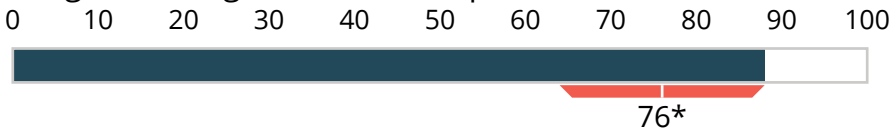
**2. Continuous Learning** - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



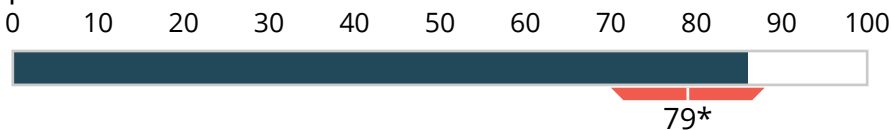
**3. Planning and Organization** - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



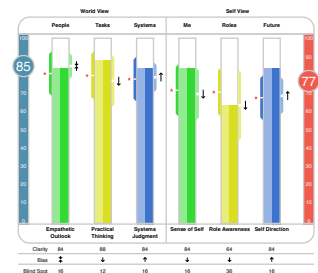
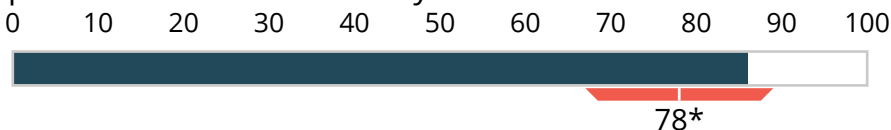
**4. Flexibility** - The ability to readily modify, respond to and integrate change with minimal personal resistance.



**5. Interpersonal Skills** - The ability to interact with others in a positive manner.



**6. Conflict Management** - The ability to resolve different points of view constructively.



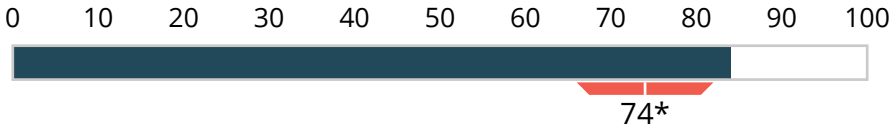
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\* 68% of the population falls within the shaded area.

# Personal Skills Hierarchy

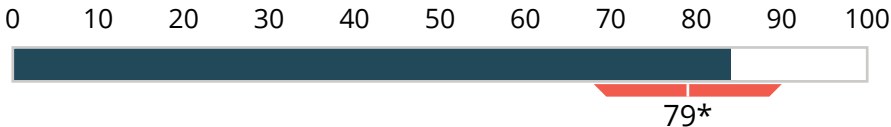


**7. Goal Achievement** - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



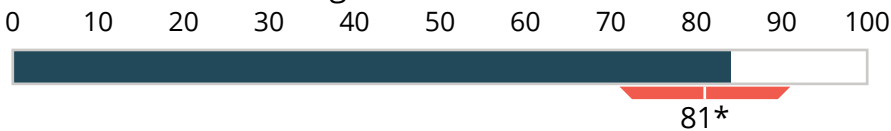
84

**8. Customer Focus** - A commitment to customer satisfaction.



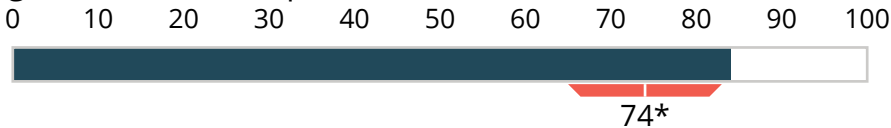
84

**9. Empathetic Outlook** - The capacity to perceive and understand the feelings and attitudes of others.



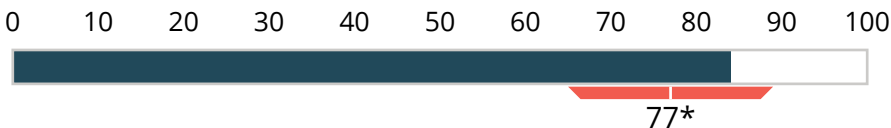
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**10. Developing Others** - The ability to contribute to the growth and development of others.



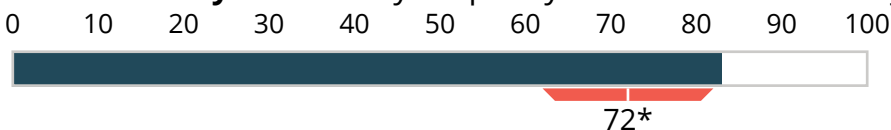
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**11. Objective Listening** - The ability to listen to many points of view without bias.



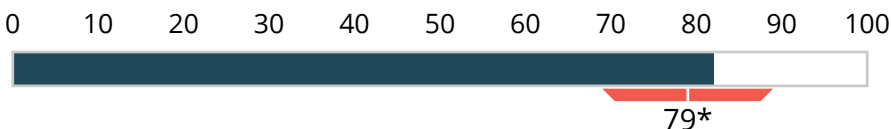
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**12. Resiliency** - The ability to quickly recover from adversity.

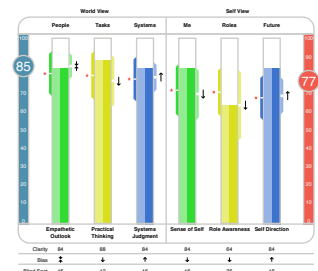


83

**13. Leading Others** - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



82

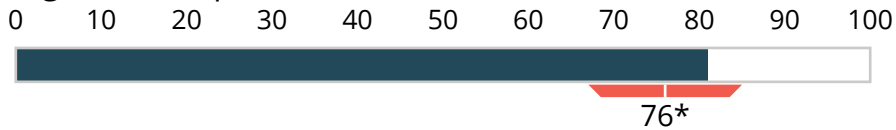


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# Personal Skills Hierarchy

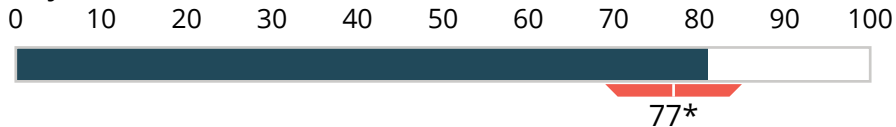


**14. Diplomacy And Tact** - The ability to treat others fairly, regardless of personal biases or beliefs.



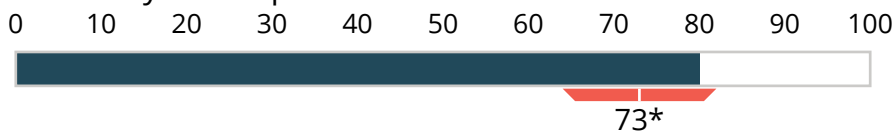
81

**15. Teamwork** - The ability to cooperate with others to meet objectives.



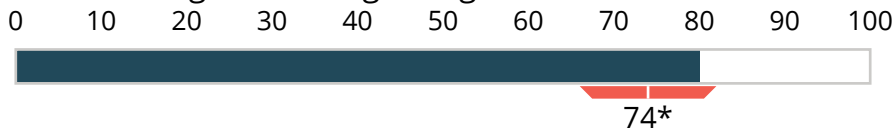
81

**16. Results Orientation** - The ability to identify actions necessary to complete tasks and obtain results.



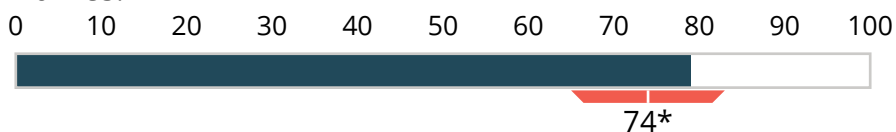
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**17. Decision Making** - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



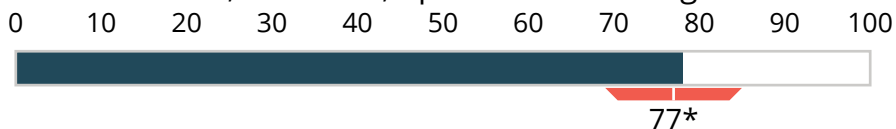
80

**18. Self Management** - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



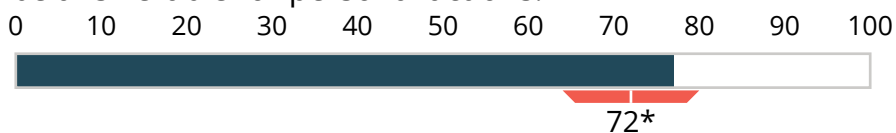
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**19. Influencing Others** - The ability to personally affect others' actions, decisions, opinions or thinking.

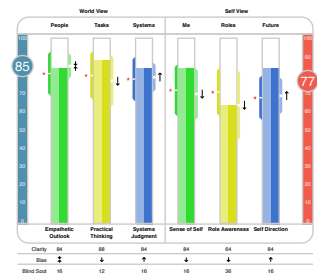


78

**20. Personal Accountability** - A measure of the capacity to be answerable for personal actions.



77



\* 68% of the population falls within the shaded area.

# Personal Skills Hierarchy



**21. Conceptual Thinking** - The ability to analyze hypothetical situations or abstract concepts to compile insight.

0 10 20 30 40 50 60 70 80 90 100



75

**22. Self Starting** - The ability to initiate and sustain momentum without external stimulation.

0 10 20 30 40 50 60 70 80 90 100



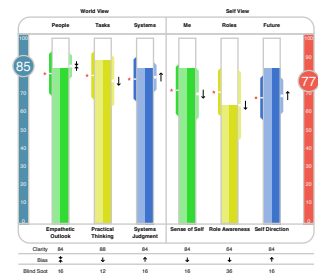
74

**23. Accountability for Others** - The ability to take responsibility for others' actions.

0 10 20 30 40 50 60 70 80 90 100



72



\* 68% of the population falls within the shaded area.

# Personal Interests, Attitudes And Values



Your motivation to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. They are listed below from the highest to the lowest.

**1. Utilitarian/Economic** - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

0 10 20 30 40 50 60 70 80 90 100



52\*

70

**2. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

0 10 20 30 40 50 60 70 80 90 100



55\*

67

**3. Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0 10 20 30 40 50 60 70 80 90 100



45\*

58

**4. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0 10 20 30 40 50 60 70 80 90 100



43\*

50

**5. Theoretical** - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

0 10 20 30 40 50 60 70 80 90 100



60\*

28

**6. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

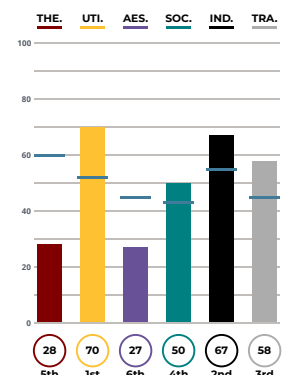
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45\*

27

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# Feedback



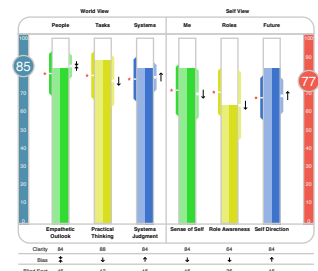
Most people, when asked to describe their talents, have difficulty describing them. The purpose of this section is to provide insights into your top talents in three areas: Personal Skills, Values (motivators) and Behavioral Traits. Everyone has a unique set of strengths within these three areas that will be instrumental to success and self-fulfillment. No one is equally talented in everything. In fact, the quickest way to burn out is to try to be all things to all people.

# Personal Skills Feedback



*Your unique hierarchy of personal skills is key to your success. Knowing what they are is essential to reaching your goals. The following are your 7 highest ranked personal skills:*

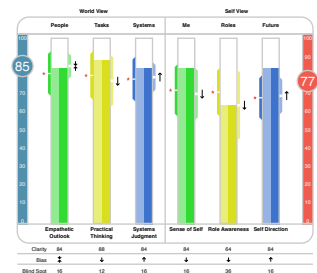
1. **Problem Solving:** The ability to identify key components of a problem to formulate a solution or solutions.
  1. Analyzes all data relative to a problem
  2. Divides complex issues into simpler components in order to achieve clarity
  3. Selects the best options available to solve specific problems
  4. Applies all relevant resources to implement suitable solutions
2. **Continuous Learning:** The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
  1. Researches job related topics to improve understanding, expertise and personal performance
  2. Continually updates business skills
  3. Activity seeks suitable opportunities to implement newly acquired skills and knowledge
  4. Provides expertise, knowledge and information to others as required
3. **Planning and Organization:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
  1. Defines plans and organizes activities necessary to reach targeted goals
  2. Organizes and utilizes resources in ways that maximize their effectiveness
  3. Implements appropriate plans and adjusts them as necessary
  4. Consistently demonstrates organization and detail orientation
4. **Flexibility:** The ability to readily modify, respond to and integrate change with minimal personal resistance.
  1. Adapts effectively to changing plans and priorities
  2. Demonstrates the capacity to handle multiple tasks at one time
  3. Deals comfortably with ambiguity
  4. Adjusts preset plans as necessary with minimal resistance



# Personal Skills Feedback



5. **Interpersonal Skills:** The ability to interact with others in a positive manner.
  1. Initiates and develops business relationships in positive ways
  2. Successfully works with a wide range of people at varying levels of organizations
  3. Communicates with others in ways that are clear, considerate and understandable
  4. Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels
6. **Conflict Management:** The ability to resolve different points of view constructively.
  1. Faces difficult issues with objectivity
  2. Considers all opinions and facts before drawing conclusions
  3. Identifies appropriate solutions for volatile situations
  4. Negotiates acceptable solutions between parties to successfully move beyond confrontation
7. **Goal Achievement:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
  1. Establishes goals that are relevant, realistic and attainable
  2. Identifies and implements required plans and milestones to achieve specific business goals
  3. Initiates activity toward goals without unnecessary delay
  4. Stays on target to complete goals regardless of obstacles or adverse circumstances



# Personal Interests, Attitudes And Values



## Feedback

*Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. The following are your 3 highest ranked personal values:*

### 1. Utilitarian/Economic

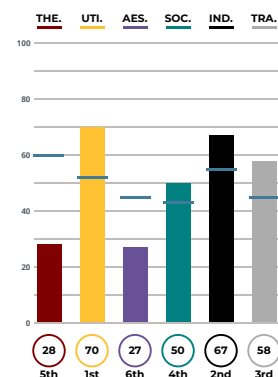
- You value practical accomplishments, results and rewards for your investments of time, resources, and energy.
- The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves but for their present and future family. This motivator includes the practical affairs of the business world — the production, marketing and consumption of goods, the use of credit and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average business person. A person with a high score is likely to have a high need to surpass others in wealth.

### 2. Individualistic/Political

- You value personal recognition, freedom and control over your own destiny and others.
- The primary interest for this motivator is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

### 3. Traditional/Regulatory

- You value traditions inherent in social structure, rules, regulations and principles.
- The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.



# Behavioral Feedback



*Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The following are your 3 highest ranked behavioral traits:*

## 1. Versatile

- You easily adapt to changes with a high level of optimism and a "can do" orientation.

## 2. Interaction

- You prefer to interact with others rather than deal with tasks.

## 3. Urgency

- You are decisive and quick to respond. You are able to make on-the-spot decisions with good judgment and meet deadlines on time.



# Behavioral Feedback

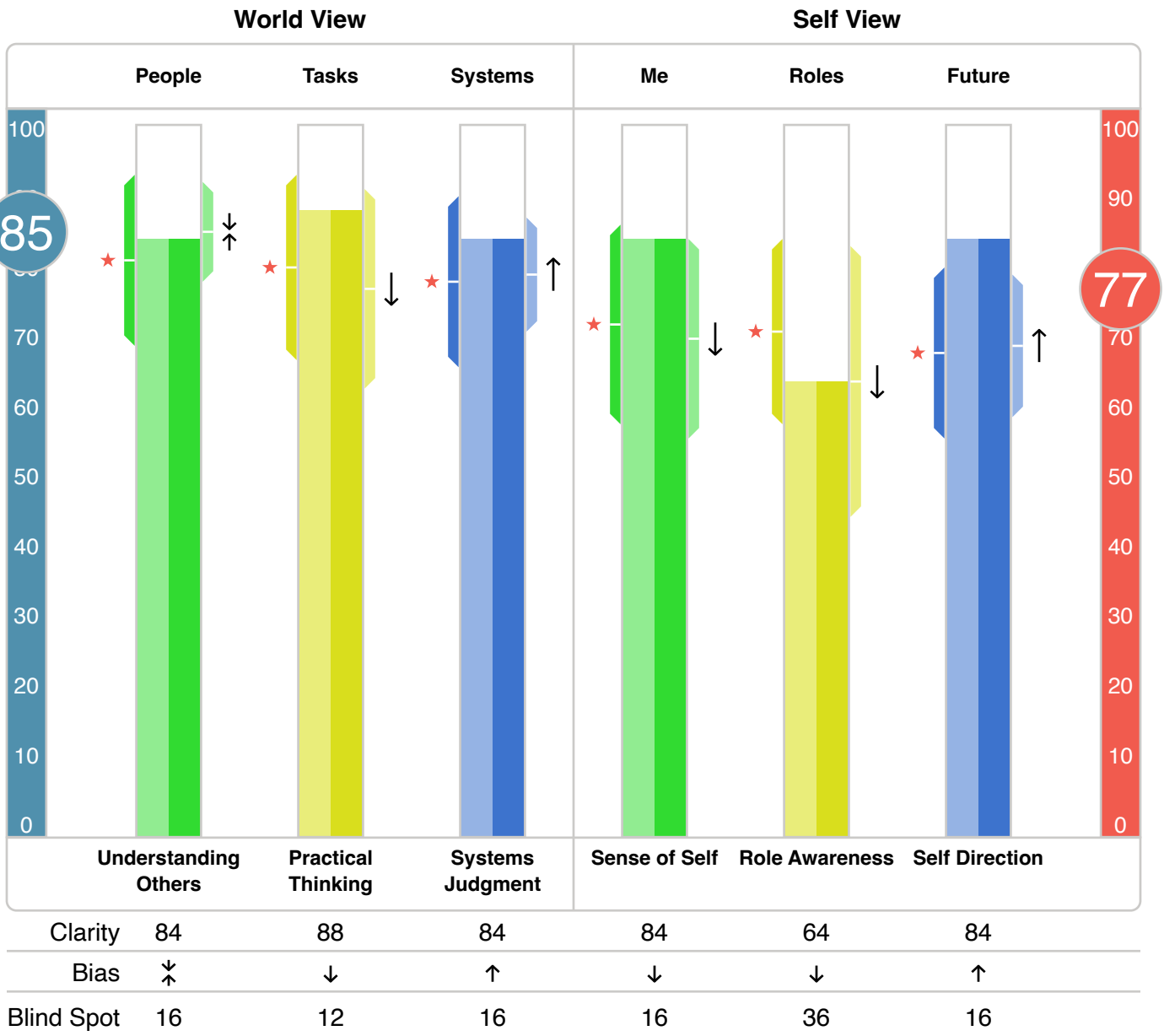


John has a strong ego and usually projects this ego in friendly terms. He has a good sense of urgency. He does not like close supervision. He is good at fostering enthusiasm in others. John tends to trust people and may be taken advantage of because of his willingness to trust. He, an outgoing person, feels at home with strangers. He likes feedback from his manager on how he is doing. He projects a self-assured and self-confident image.



**John Sample**

# Dimensional Balance



↑ Overvaluation      ● Intrinsic      ★ Population mean  
 ↕ Mixed valuation      ● Extrinsic      85 External Clarity Average  
 ↓ Undervaluation      ● Systemic      77 Internal Clarity Average

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# Category Breakdown

## For Consulting And Coaching



### Accountability for Others

### Conceptual Thinking

### Conflict Management

- Correcting Others
- Problem Solving
- Sensitivity to Others

### Continuous Learning

- Self Improvement
- Personal Drive

### Customer Focus

- Evaluating What is Said
- Empathetic Outlook
- Freedom from Prejudices

### Decision Making

- Conceptual Thinking
- Theoretical Problem Solving
- Role Confidence
- Balanced Decision Making

### Developing Others

### Diplomacy and Tact

- Empathetic Outlook
- Balanced Decision Making
- Freedom from Prejudices

### Empathetic Outlook

### Flexibility

- Surrendering Control
- Integrative Ability
- Understanding Motivational Needs

### Goal Achievement

- Results Orientation
- Realistic Personal Goal Setting
- Project and Goal Focus
- Persistence

### Influencing Others

- Conveying Role Value
- Gaining Commitment
- Understanding Motivational Needs

### Interpersonal Skills

- Evaluating Others
- Personal Relationships
- Persuading Others

### Leading Others

### Personal Accountability

### Objective Listening

- Evaluating What is Said

### Planning and Organization

- Long Range Planning
- Concrete Organization
- Proactive Thinking

### Problem Solving

### Resiliency

- Persistence
- Handling Rejection
- Initiative

### Results Orientation

### Self Management

### Self-Starting Ability

- Initiative

### Teamwork

- Surrendering Control
- Relating to Others
- Sense of Belonging
- Sensitivity to Others

# Core Skills List

For consulting and coaching



Clarity	Mean	Description
96	76	Using Common Sense
95	79	Proactive Thinking
94	81	Self Improvement
93	76	Integrative Ability
91	77	Realistic Expectations
91	75	Problem Solving
90	76	Long Range Planning
89	80	Following Directions
89	71	Personal Drive
89	74	Handling Rejection
89	80	Respect for Policies
89	81	Personal Relationships
88	70	Intuitive Decision Making
88	80	Practical Thinking
87	81	Understanding Motivational Needs
86	83	Theoretical Problem Solving
86	77	Evaluating Others
86	75	Quality Orientation
85	74	Project and Goal Focus
85	82	Realistic Goal Setting for Others
85	71	Role Confidence
85	72	Persistence
84	80	Attention to Detail
84	73	Surrendering Control
84	79	Attitude Toward Others
84	78	Freedom from Prejudices
84	76	Realistic Personal Goal Setting
84	79	Correcting Others
84	74	Developing Others
84	78	Relating to Others
84	73	Sense of Self
84	79	Sensitivity to Others
84	77	Evaluating What is Said
84	81	Empathetic Outlook
84	69	Self Direction
84	78	Systems Judgment
83	79	Emotional Control
82	79	Leading Others
82	78	Persuading Others
82	80	Material Possessions
81	76	Concrete Organization
81	78	Monitoring Others
80	73	Results Orientation
79	74	Self Management

Clarity	Mean	Description
77	72	Personal Accountability
77	67	Self Assessment
77	70	Handling Stress
77	71	Internal Self Control
76	76	Status and Recognition
75	73	Conceptual Thinking
74	70	Balanced Decision Making
74	79	Conveying Role Value
74	69	Initiative
72	75	Accountability for Others
72	74	Self Confidence
72	71	Gaining Commitment
72	69	Meeting Standards
72	73	Sense of Mission
71	77	Sense of Belonging
69	73	Consistency and Reliability
69	73	Project Scheduling
69	73	Job Ethic
66	75	Sense of Timing
64	71	Role Awareness
59	74	Enjoyment of the Job

# Core Skills List

For consulting and coaching



Clarity	Mean	Description
72	75	Accountability for Others
84	80	Attention to Detail
84	79	Attitude Toward Others
74	70	Balanced Decision Making
75	73	Conceptual Thinking
81	76	Concrete Organization
69	73	Consistency and Reliability
74	79	Conveying Role Value
84	79	Correcting Others
84	74	Developing Others
83	79	Emotional Control
84	81	Empathetic Outlook
59	74	Enjoyment of the Job
86	77	Evaluating Others
84	77	Evaluating What is Said
89	80	Following Directions
84	78	Freedom from Prejudices
72	71	Gaining Commitment
89	74	Handling Rejection
77	70	Handling Stress
74	69	Initiative
93	76	Integrative Ability
77	71	Internal Self Control
88	70	Intuitive Decision Making
69	73	Job Ethic
82	79	Leading Others
90	76	Long Range Planning
82	80	Material Possessions
72	69	Meeting Standards
81	78	Monitoring Others
85	72	Persistence
77	72	Personal Accountability
89	71	Personal Drive
89	81	Personal Relationships
82	78	Persuading Others
88	80	Practical Thinking
95	79	Proactive Thinking
91	75	Problem Solving
85	74	Project and Goal Focus
69	73	Project Scheduling
86	75	Quality Orientation
91	77	Realistic Expectations
85	82	Realistic Goal Setting for Others
84	76	Realistic Personal Goal Setting
84	78	Relating to Others

Clarity	Mean	Description
89	80	Respect for Policies
80	73	Results Orientation
64	71	Role Awareness
85	71	Role Confidence
77	67	Self Assessment
72	74	Self Confidence
84	69	Self Direction
94	81	Self Improvement
79	74	Self Management
71	77	Sense of Belonging
72	73	Sense of Mission
84	73	Sense of Self
66	75	Sense of Timing
84	79	Sensitivity to Others
76	76	Status and Recognition
84	73	Surrendering Control
84	78	Systems Judgment
86	83	Theoretical Problem Solving
87	81	Understanding Motivational Needs
96	76	Using Common Sense

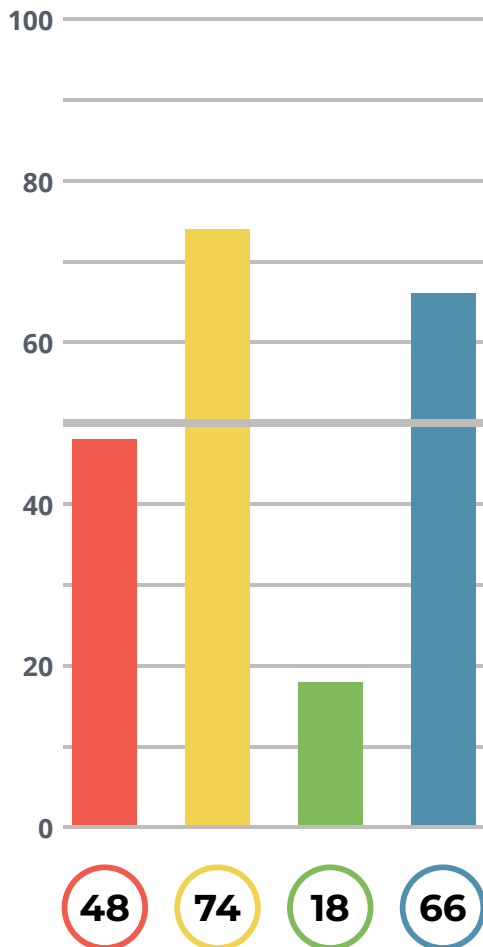
# Style Insights® Graphs



Graph I

## Adapted Style

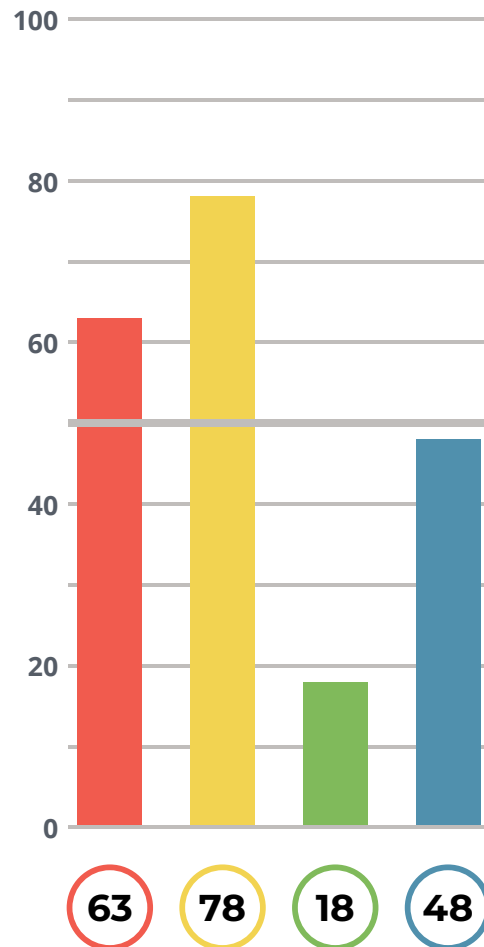
**D** **I** **S** **C**



Graph II

## Natural Style

**D** **I** **S** **C**



Norm 2021 R4  
3-12-2025  
T: 8:53

John Sample

# The TTI Success Insights® Wheel



The TTI Success Insights® Wheel is a powerful tool first popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree to which you are adapting your behavior.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

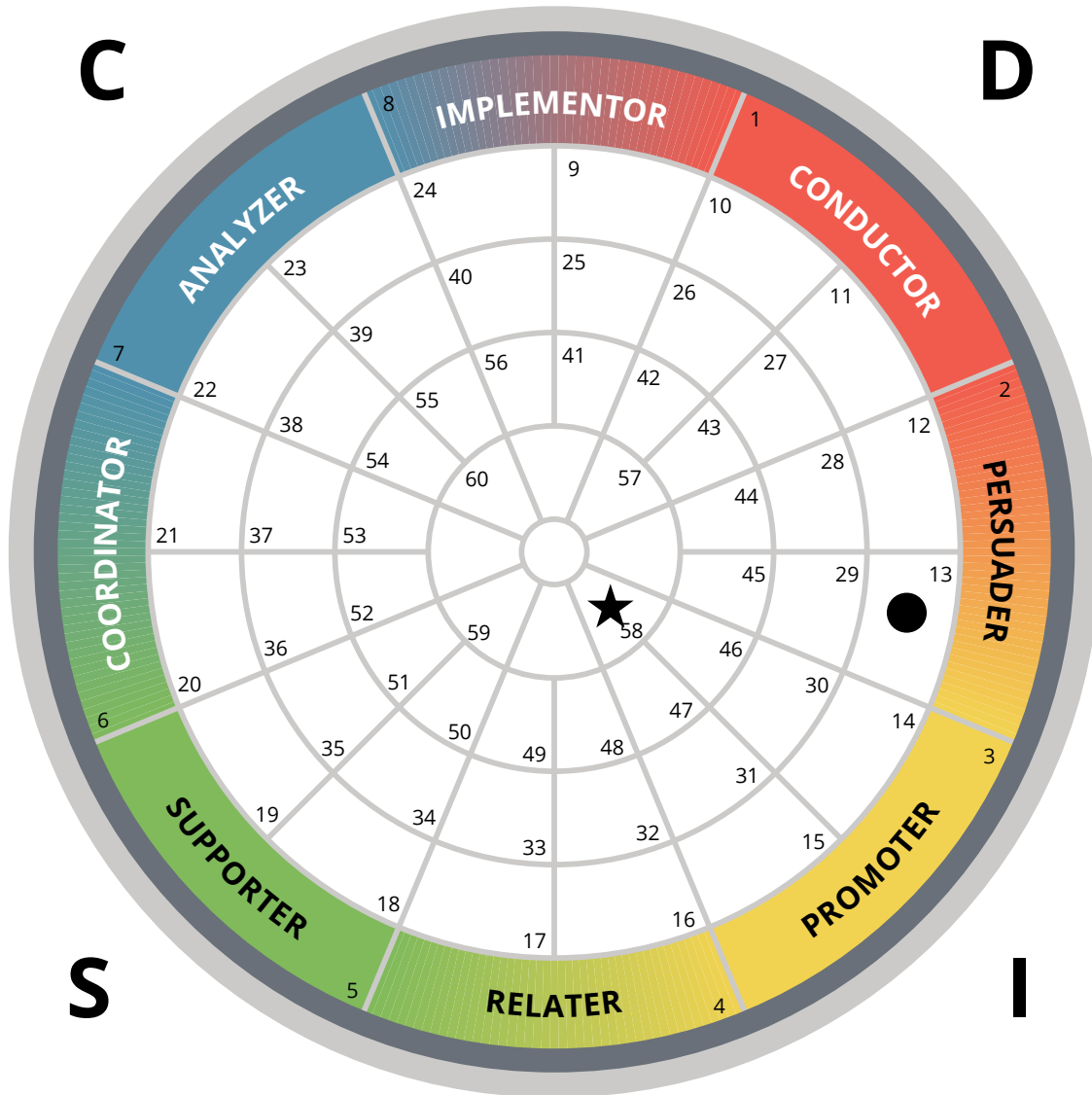
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding, and appreciation can be increased.

# The TTI Success Insights® Wheel



John Sample

3-12-2025



Adapted: ★ (58) ANALYZING PROMOTER (ACROSS)

Natural: ● (13) PROMOTING PERSUADER

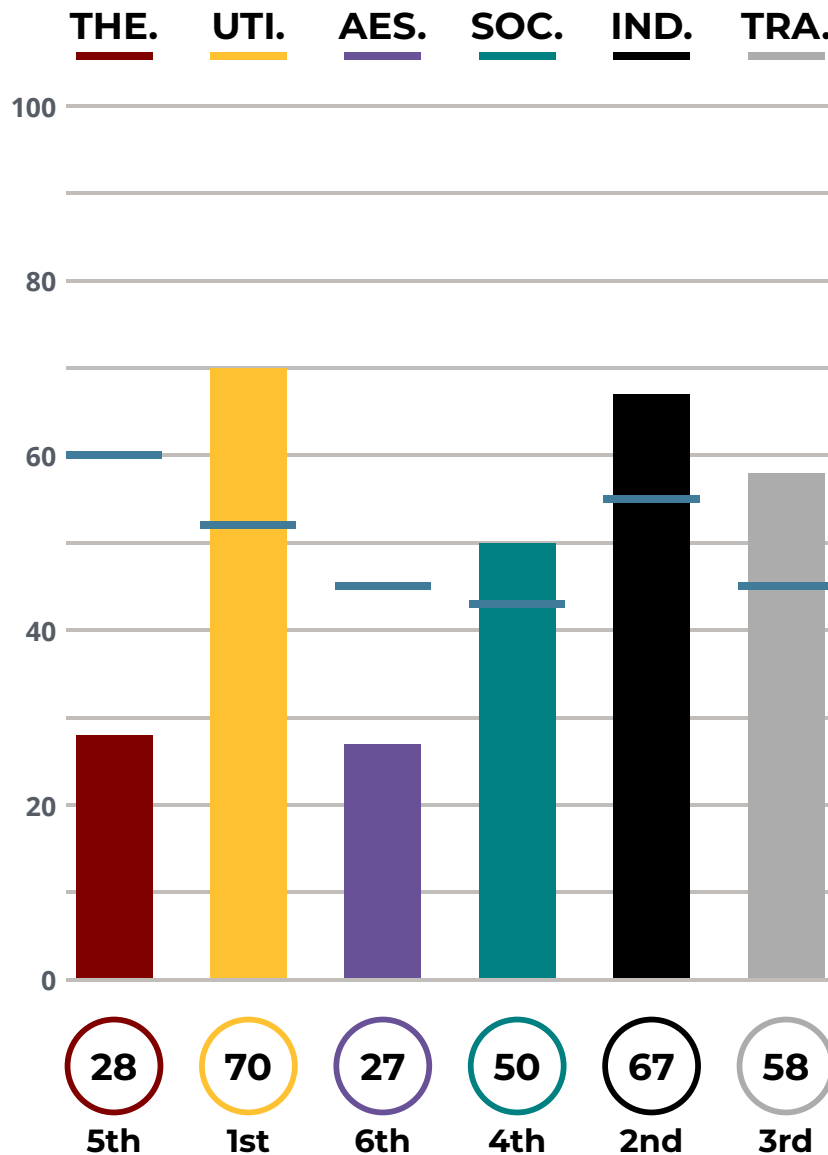
Norm 2021 R4

T: 8:53

# Motivation Insights® Graph



The Motivators Graph is a visual representation of what motivates John and the level of intensity for each category. These categories include: Theoretical, Utilitarian, Aesthetic, Social, Individualistic, and Traditional.



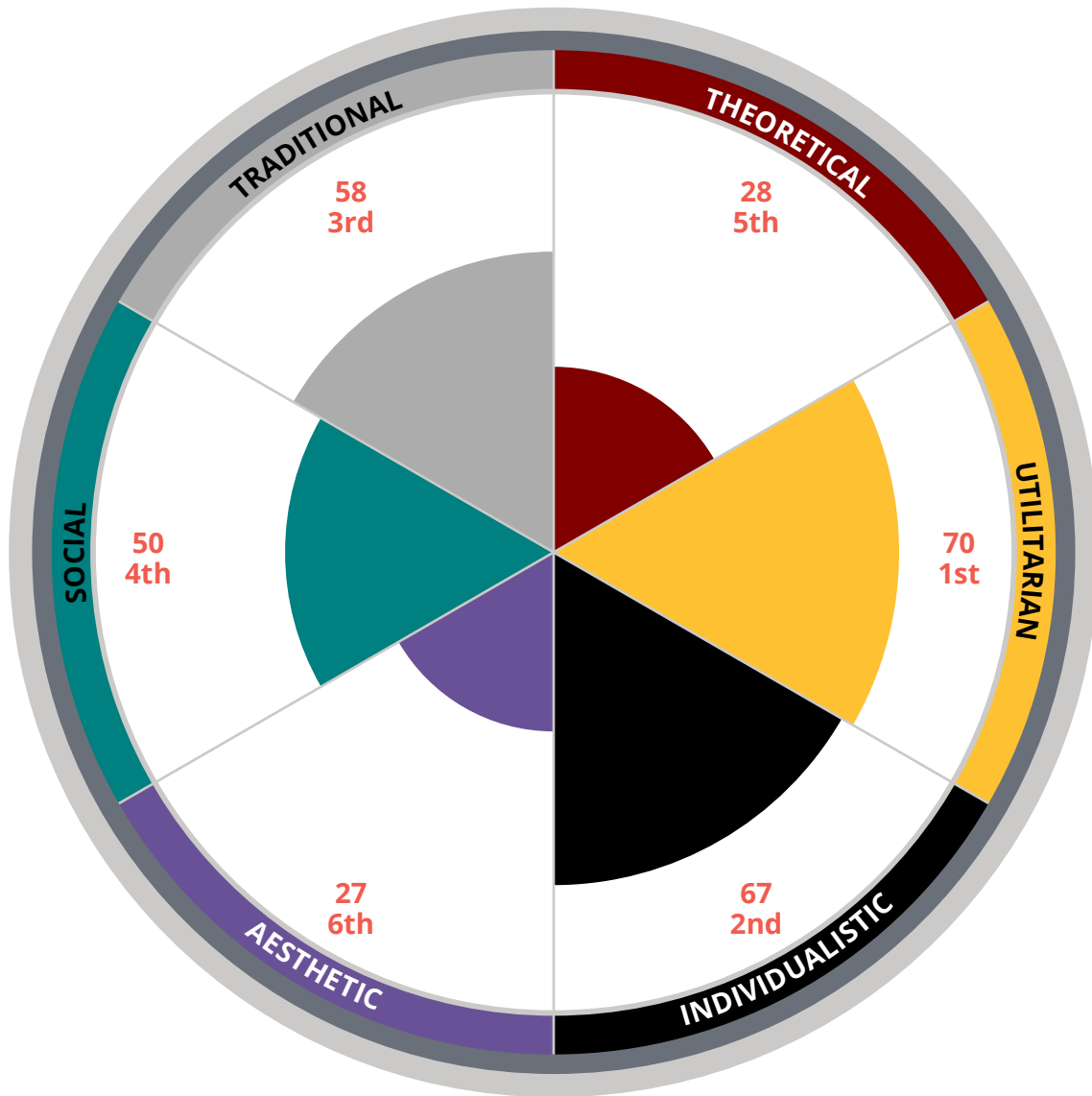
— national mean  
**Norm 2021**  
3-12-2025  
T: 5:47

**John Sample**

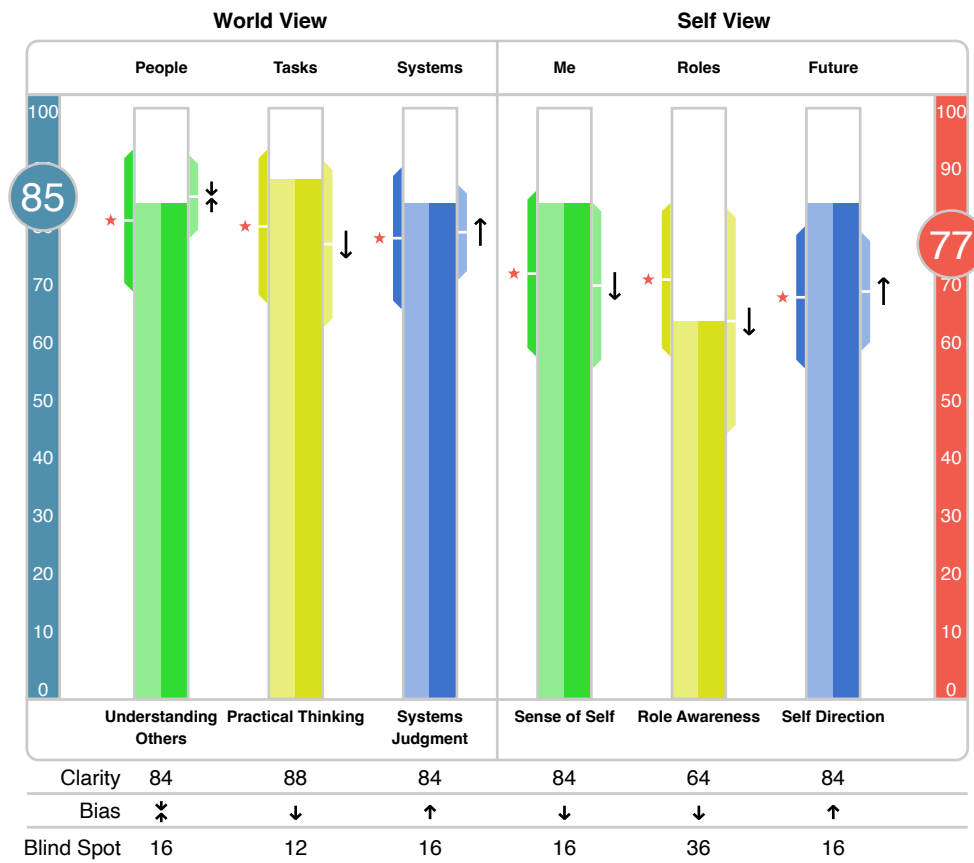
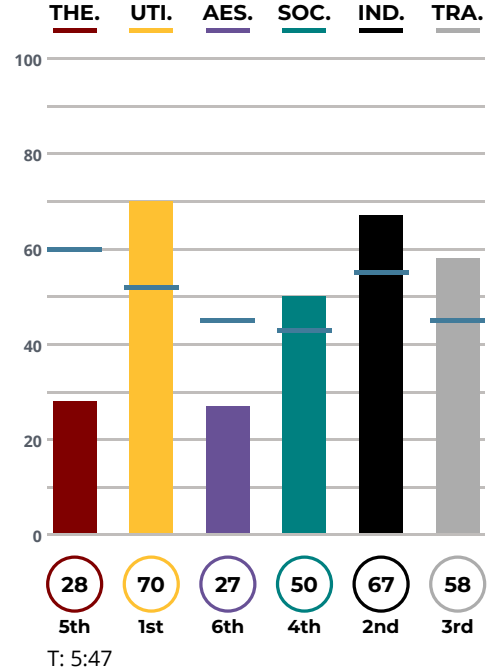
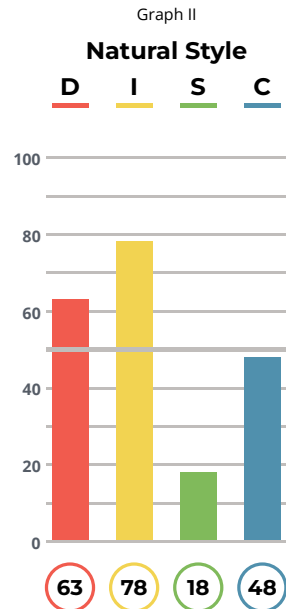
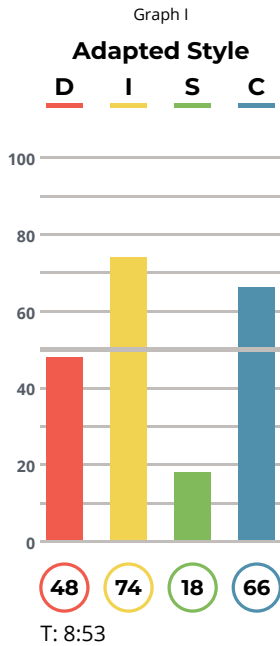
# Attitudes Wheel™



3-12-2025



T: 5:47



T: 7:16

Rev: 0.96-0.89

3-12-2025

**John Sample**