



## Answer® Assessment Report

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Report prepared on: **Jane Doe**  
Administrator  
ABC Company  
jdoe@any-isp.net  
555-555-5555

Report Type: Test

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## Answer

Name: Jane Doe  
Company: ABC Company

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### Mental Aptitudes

#### Mental Acuity



Jane, you are high in Mental Acuity, indicating you are a very fast thinker with superior problem-solving and reasoning ability. With your ability to quickly comprehend matters, you are capable of making effective decisions quickly, based on your knowledge, intuition and strong reasoning skills. Job satisfaction will be obtained by working on highly complex projects which challenge your intellect.

#### Business Terms



You have some knowledge of the specialized language of business, although limited. You may have had some prior exposure to business terminology, acquired either on the job or in a business class.

#### Memory Recall



You have a superior knowledge of events happening in the world around you and should be strongly aware of competitive trends, as well as the economy's affect on business.

#### Vocabulary



Jane, your superior general English vocabulary skills should allow you to communicate effectively with others on all levels. Even the most complex data should be something you are capable of relaying to others.



## Answer

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### Numerical Perception



Your average Numerical Perception score indicates that you can handle detail work, but your work should be checked for mistakes. A vision problem, tension, or carelessness may affect the Perception score. Generally, you will pay close attention to your work and follow directions carefully.

### Mechanical Interest



You have high mechanical interest and probably have the ability to understand information regarding mechanical equipment. This aptitude, however, measures only interest, not mechanical ability.

## Personality Dimensions

### Energy



Jane, you have a good level of energy and take an energetic approach to matters. You have a high drive level, but are generally able to control your high energy level sufficiently to concentrate and accomplish assignments in a timely, yet effective manner.

### Flexibility



You are free-thinking, innovative and highly creative. You like to generate and implement new and exciting ideas, and would work best in an environment where you were able to use your creativity without having a lot of boundaries and guidelines to follow. Since you can easily adapt to change, you are able to respond to multiple demands or assignments without becoming frustrated. Since you are not a "rule-follower," however, it is important that you know exactly what is expected of you in a job, as well as how far outside the boundaries you will be allowed to go. If you understand the rules and guidelines you must work within, the likelihood that you will be careless and unfocused in your activities will be greatly reduced.



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### Organization



Even though you understand the importance of good organizational habits, you are also a good improviser who can adapt your schedule to unforeseen contingencies. You are usually focused on deadlines and strive to make good use of the time and resources you have available to you to reach goals, but may occasionally lose sight of priorities.

### Communication



You enjoy working with people and are a very open, sharing collaborator. You easily and comfortably articulate your own feelings, ideas and knowledge to others. You would not be happy in an environment where you have no opportunity to interact with others.

### Emotional Development



Jane, you have very high self-esteem and an extreme degree of self-confidence. You believe in yourself and are very self-reliant. You have the ability to handle a great deal of pressure and seldom lose your patience, but may be overly tolerant with yourself and others. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

### Assertiveness



You can take control, maintain order, and express your opinions, but are open to the ideas of others and will not actively seek out conflict. You will attempt to influence and direct others, but not to the point of appearing unnecessarily demanding.



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### Competitiveness

<b>1</b>	2	3	4	5	6	7	8	9
----------	---	---	---	---	---	---	---	---

You work well with others, and are more concerned with maintaining harmony than participating in individual competition. You see life as an experience to enjoy, rather than a struggle to win, and are not highly competitive. In a job, you would prefer to work as part of a team, rather than having your effectiveness compared to others in a competitive manner.

### Mental Toughness

1	<b>2</b>	3	4	5	6	7	8	9
---	----------	---	---	---	---	---	---	---

You are a very sensitive person who is concerned about the needs of others. You prefer working in an aesthetic, comfortable environment free from criticism, rejection, etc. Criticism may hurt your feelings and you can allow emotions to take over when making good decisions.

### Question/Probing

1	2	3	4	5	6	7	<b>8</b>	9
---	---	---	---	---	---	---	----------	---

You are a cautious, analytical individual who does not take much at face value. You will probe and analyze situations in order to better understand them, making you an informed decision-maker. At times, however, collaborative efforts with others could suffer because of your cynicism.

### Motivation

1	2	<b>3</b>	4	5	6	7	8	9
---	---	----------	---	---	---	---	---	---

Jane, security, rather than recognition for achievement, is your primary motivator at work. You appreciate working for a company which can provide you with income security, long-term benefits and predictable working hours in a stable environment free from risks.



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### Validity Scales

#### Distortion



You are reasonably fair in assessing your strengths and weaknesses. You have some characteristics that you are not completely happy with and tend not to show others. The validity may be slightly affected by your indirect answers.

#### Equivocation



You have scored within our acceptable equivocation range.

**This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.**



**Answer  
ScoreSheet  
Test**

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**Mental Aptitudes**

		1	2	3	4	5	6	7	8	9		
<b>Mental Acuity</b>	Slow to Learn				[ ● — ● — ● ]						<b>9</b>	Fast to Learn
<b>Business Terms</b>	Uninformed				<b>4</b> [ ● — ● — ● ]							Knowledgeable
<b>Memory Recall</b>	Unaware				[ ● — ● — ● ]						<b>9</b>	Aware
<b>Vocabulary</b>	Limited	[ ● — ● — ● ]									<b>9</b>	Strong
<b>Numerical Perception</b>	Imprecise				[ ● — ● — ● ]		<b>6</b>					Accurate
<b>Mechanical Interest</b>	Indifferent				[ ● — ● — ● ]			<b>7</b>				Interested

**Personality Dimensions**

		1	2	3	4	5	6	7	8	9		
<b>Energy</b>	Restless				<b>4</b> [ ● — ● — ● ]							Calm
<b>Flexibility</b>	Flexible	<b>1</b> [ ● — ● — ● ]										Rigid
<b>Organization</b>	Disorganized				<b>4</b> [ ● — ● — ● ]							Planful
<b>Communication</b>	Reserved				[ ● — ● — ● ]		<b>6</b>					Interactive
<b>Emotional Develop.</b>	Impatient				[ ● — ● — ● ]						<b>9</b>	Tolerant
<b>Assertiveness</b>	Cooperative				[ ● — ● — ● ]	<b>5</b>						Authoritative
<b>Competitiveness</b>	Team Player	<b>1</b>			[ ● — ● — ● ]							Individualist
<b>Mental Toughness</b>	Sensitive		<b>2</b>						[ ● — ● — ● ]			Tough
<b>Questioning/Probing</b>	Trusting				[ ● — ● — ● ]					<b>8</b>		Skeptical
<b>Motivation</b>	Security			<b>3</b>					[ ● — ● — ● ]			Recognition

**Validity Scales**

		1	2	3	4	5	6	7	8	9		
<b>Distortion</b>	Frank Answer	[ ● — ● — ● — ● — ● ]					<b>6</b>					Exaggerates
<b>Equivocation</b>	Chose Alternate	[ ● — ● — ● — ● — ● ]	<b>2</b>									Chose Middle

**STANINE:** The STANINE is a system of measurements which divides the population into nine parts.

**AREAS OF CONCERN** - Scores of 1 OR 2 in any of the following dimensions:  
*Energy, Flexibility, Emotional Development OR Mental Toughness* are areas of concern.

**NOTE:** Areas with dots and brackets [ ● — ● — ● ] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



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## **Leadership Traits Assessment**

### **Introduction**

This report section evaluates Jane's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Jane may or may not be one of the better people employed in a specific organization. If Jane is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.





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## Leadership Potential Summary Report

for: Jane Doe

**Jane has good leadership potential in the following area(s):**

- Facilitating

**Jane's Training & Development Needs are:**

- **Planning** - learn how to better plan and organize required job functions, activities and requirements.
- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.



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## **Sales Traits Assessments**

### **Introduction**

This report section evaluates Jane's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Jane may or may not be one of the better people employed in a specific organization. If Jane is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.



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## Sales Potential Summary Report

**Jane's sales potential includes the following strength(s):**

- Learning speed and Efficiency
- Ability to meet and communicate effectively with people
- Developing Rapport
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

**Yet, further development in the following critical area(s) will be beneficial:**

- Persistence and Consistency
- Ability to command respect
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas



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## **Interview Questions**

### **Introduction**

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.



## Answer

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### Interview Questions for Mental Acuity

**Mental Acuity** - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.



Very strong  
evidence of skill  
is not present



Strong  
evidence of skill  
is not present



Some  
evidence of  
skill is present



Strong  
evidence of  
skill is present



Very strong  
evidence of  
skill is present

#### Probes

Describe your most challenging job. What made the job so challenging?

Give me an example of a time you were faced with a problem for which there appeared to be no solution. What steps did you take to resolve the issue?

All jobs, over time, can become monotonous and routine. Tell me how you keep yourself challenged, motivated and enthusiastic about a job once you've learned and become proficient at it.

What was the last major skill or course of study you accomplished? Did you learn this skill or gain this knowledge on the job, or on your own?

#### Interpretive Guides

Did the candidate describe circumstances which are likely to occur in this position? Does the candidate appear to accept responsibility and find ways to keep him/herself motivated?

Does the candidate appear to have good reasoning skills and the ability to resolve problems? Does it appear the candidate takes calculated risks in order to resolve crises? Is the candidate willing to admit limitations and ask for the input of others?

Does the candidate have a way to deal with boredom and keep him or herself challenged? Are there other activities the candidate enters into in order to obtain mental challenge? Is the candidate willing to take the initiative to learn new things without being directed to do so by management?

Is the candidate willing to keep skills and knowledge honed? Does it appear the candidate functions below his or her level of capability? Does it appear the candidate realizes his or her high mental ability and uses it to full advantage?




## Answer


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### Interview Questions for Emotional Development


**Emotional Development** - Measurement of the individual's level of patience, self-esteem and confidence.

  
Very strong  
evidence of skill  
is not present

  
Strong  
evidence of skill  
is not present

  
Some  
evidence of  
skill is present

  
Strong  
evidence of  
skill is present

  
Very strong  
evidence of  
skill is present

#### Probes

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

#### Interpretive Guides

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?



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### Interview Questions for **Competitiveness**

**Competitiveness** - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.

Very strong  
evidence of skill  
is not present

Strong  
evidence of skill  
is not present

Some  
evidence of  
skill is present

Strong  
evidence of  
skill is present

Very strong  
evidence of  
skill is present

#### Probes

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

What is the most competitive endeavor you have been part of in the last few years?

#### Interpretive Guides

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?



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### Interview Questions for Mental Toughness

**Mental Toughness** - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.

Very strong  
evidence of skill  
is not present

Strong  
evidence of skill  
is not present

Some  
evidence of  
skill is present

Strong  
evidence of  
skill is present

Very strong  
evidence of  
skill is present

#### Probes

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

#### Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantness?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?





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**Interview Questions for Questioning & Probing**

**Questioning/Probing** - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.

Very strong  
evidence of skill  
is not present

Strong  
evidence of skill  
is not present

Some  
evidence of  
skill is present

Strong  
evidence of  
skill is present

Very strong  
evidence of  
skill is present

**Probes**

Describe how you maintained a positive attitude in your last job. Is maintaining a positive attitude important to you?

Tell me about a time when you allowed distrust to come between you and a co-worker. What did you do to rectify the problem?

Thinking back to your previous job or jobs, what one problem stands out in your mind regarding a manager or supervisor you had? Describe the problem and how you coped with it.

Tell me about a problem you resolved in your last job by using shrewdness and analytical skills. What would the outcome have been had you not asked questions and probed?

**Interpretive Guides**

Does the candidate appear enthusiastic and positive? Does the candidate have the ability to overcome negative thoughts in order to maintain a positive attitude?

Does it appear the candidate understands the need to trust others? Was the candidate able to rectify the problem and if so, does he or she admit that cynicism is a personal problem?

Does the candidate appear to be overly critical of management? Did the candidate become louder or appear angry when discussing a prior manager or supervisor's demeanor? Was the candidate willing to accept any of the blame for the problem?

Does it appear the candidate utilizes his or her probing skills to their best advantage? Does the candidate have specific steps to take when problem-solving. Would the outcome have been significantly different had the candidate not probed and questioned?



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### Interview Questions for **Motivation**

**Motivation** - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.

Very strong  
evidence of skill  
is not present

Strong  
evidence of skill  
is not present

Some  
evidence of  
skill is present

Strong  
evidence of  
skill is present

Very strong  
evidence of  
skill is present

#### Probes

Tell me about a prior job in which you were highly motivated and enthusiastic about coming to work each day. What one part of the job kept you motivated?

We've all had days when we only wanted to do what we had to do and little more. Tell me what, in your prior job, motivated you to do more than was expected.

In your prior job, what was your greatest worry or fear? How did you deal with that worry or fear?

Regarding compensation plans in prior jobs, what type of compensation plan did you most enjoy? If money was not an issue, what type of compensation plan do you believe you would most enjoy?

#### Interpretive Guides

Does the candidate have a clear understanding of what personally motivates him or her? Will these motivating factors be available to the candidate in this position?

Does it appear the candidate is able to motivate him or herself easily? Does the candidate expect more in the way of motivating factors than is realistic or available in this position?

Does it appear the candidate worries unduly about job security? Are the candidate's worries and fears realistic? Does it appear the candidate has good coping skills to handle stress, worry, fear or change?

Will the candidate have the same type of compensation plan he or she desires? Are the candidate's ideas of an ideal compensation plan realistic and attainable in this position?



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## **Development Suggestions**

### **Introduction**

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development. The recommended development suggestions are on the following pages. We trust that you will find these suggestions helpful.

Additionally, one year self-directed development programs are available for individuals working in sales, customer service or leadership roles. These programs provide training and development suggestions specifically tailored to these roles. Please contact the employer representative responsible for employment assessments to learn more about these programs.



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**Emotional Development** - Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).

You are a self-assured individual with healthy self-esteem. You believe in yourself and are not easily frustrated when things do not happen as quickly as you desire. You are self-reliant, but may at times be overly tolerant and fail to take action as quickly as you should, believing everything will "work out okay."

Your self-affirmation sentence:

***"I am an action-oriented person."***

### Steps to Effect Change

1. Your biggest problem lies in your tolerance level and possible procrastination when action is called for. You must learn what you can achieve if you try harder and reach for greater achievement through established goals and objectives.
2. You need to mentally stress the daily and weekly process of planning time and activities to make the right things take place for timely accomplishment. Avoid becoming complacent over any unmet goals.
3. You can seek regular counseling with others to make sure that you are not being slack about reaching your goals; ask "significant others" in your life to apply pressure, when necessary, to help you meet set goals.
4. Goal setting is highly important - write goals down and evaluate your progress daily. Tell someone close to you that you are working toward a goal; let that person urge you on!



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**Competitiveness** - Reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You do not have a strong individualistically competitive nature, preferring to enjoy life, rather than view it as a struggle to win personally. You place a strong emphasis on maintaining friendships with co-workers, and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. You would not enjoy a position in which your effectiveness was compared to others in any type of competitive ranking.

Your self-affirmation sentence:

***"I am a winner!"***

### Steps to Effect Change

1. Your first attempts to compete should be toward some easily reachable goal.
2. Although competition is a basic part of life, a competitive spirit is more important in some jobs than in others. If you are cast in a role calling for a strong competitive spirit, begin by competing against your own former best efforts. Competing against yourself and achieving will instill within you greater self-confidence.
3. It's great for you to engage in some type of competitive sport or activity and really strive to win. When you see that others won't hold it against you, even if you win, you will feel more comfortable in a competitive role the next time.
4. Set a desire for a particularly desirable object, goal or result in your mind and then work hard to achieve it by setting small goals which ultimately lead to your main objective.



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### **Mental Toughness** - Evaluates emotional strength

You are a very sensitive person who is concerned about the needs of others. You prefer working in an aesthetic, comfortable environment free from criticism, rejection, etc. Criticism may hurt your feelings and you can allow emotions to take over when making good decisions.

Your self-affirmation sentence:

***"I 'hang tough' when life gets me down."***

### **Steps to Effect Change**

1. It is important that you have "significant others" in your life who can provide reinforcement when you are down, especially after a series of negative events in your life.
2. The weather, noise, unpleasant conditions, etc., really discourage you. As much as possible, learn to block unpleasant things such as these out of your mind, especially if you have little or no control over them.
3. Physical illness and stress can cause lower stamina levels, so a balanced exercise program, proper diet, and regular check-ups are encouraged. If you are currently experiencing an unusual degree of stress, look at matters very objectively if you start to get your feelings hurt or take offense with something someone has said. It is common to take things too personally when you are feeling ill or under stress.
4. Developing coping skills to control stress is important for the more sensitive individual. Using your sense of humor or writing in a journal are two examples of positive coping skills.



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## Online Courseware

### Emotional Development

When working with others, your ego level may impact your relationships and your success in achieving desired results with them. You may benefit from the following development suggestions:

#### Seminars / Workshops:

- Models for Management™ by Teleometrics International

#### Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team
- [Effective Personal Productivity](#) - Lesson 6: Improving Production of the Team

To access recommended online courseware, visit [www.lmiuniversity.com](http://www.lmiuniversity.com).



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## Online Courseware

### Competitiveness

When working with others, your competitive level may be influencing how effective you are in your relationships. You may benefit from the following development suggestions:

#### Seminars / Workshops:

- Models for Management™ by Teleometrics International

#### Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team

To access recommended online courseware, visit [www.lmiuniversity.com](http://www.lmiuniversity.com).





**Answer**

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Company: ABC Company

Date: 3/16/2010  
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## Online Courseware

### Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

#### Seminars / Workshops:

- Models for Management™ by Teleometrics International

#### Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

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