



INDIVIDUAL ASSESSMENT REPORT - STRICTLY CONFIDENTIAL

The purpose of the assessment has been to provide further information to assist with the personal development of

Mr. Sam Sample

On Monday, 17th November 2008

Prepared by

Psych Press - Talent Management Psychologists

Please direct queries to Daniel Fruchter
General Manager / Psychologist

Psych Press, Level 1, 224 Queen Street Melbourne VIC 3000 Australia
Telephone 1300 308 076 or +61 3 9670 0590 - Facsimile +61 3 9642 3577
Email: info@psychpress.com.au Website: www.psychpress.com

Confidentiality

This highly confidential document is provided to the client on the individual named on the cover sheet on the basis that the need for this confidentiality is recognised, accepted and that such confidentiality will be strictly maintained.

It should therefore only be read by staff specifically involved with the selection, promotion or development of the person named, and stored securely with minimum access.

Should a report be required at a later date, it can be obtained without further cost, from Psych Press archives.

Objectives

The report on the individual's capabilities has been done based on several assessment materials used to provide objective information about the competencies which might be required for the specific position.

Cross validation of Outcomes

This report provides objective information on individual's capabilities. We recommend supplementing it with other information obtained from other sources like interviews or other reports.

1. EXECUTIVE SUMMARY

The following development report has been based on a series of scientifically validated profiles, each providing elements of insight or understanding into Mr. Sample's work behaviour style. Each profile is intended to provide you with a point of reference from which you can objectively assess his relevant strengths and development needs as part of a career development plan.

The assessment results indicate the following potential strengths and development needs with regards to the role of CEO and ABC's competencies:

Creates Vision & Strategy

- Mr. Sample has very strong lateral thinking skills when he needs to grasp the 'bigger picture', new concepts and evaluate complex strategic issues and priorities.
- His solid verbal reasoning skills should assist him to review a variety of information and integrate it into a clear and focused strategy to present to others.
- He is likely to enjoy the intellectual challenge of debating and modifying strategy to meet future business challenges.
- He will tend to be patient and diplomatic when coaching others to contribute to the implementation of the strategy.
- He may at times however put his own agenda aside in favour of the views of others in the organisation.

Stakeholder Management

- Mr. Sample will tend to have a high regard for stakeholders and is likely to give them the benefit of the doubt.
- He will tend to be concerned with meeting their needs and concerns.
- While he will be comfortable sharing his views with others, he is likely to prefer a diplomatic approach towards managing stakeholder relationships.
- At times when faced with opposition to his ideas, he may tend to back down easily.

Drive for Results

- Mr. Sample will tend to set himself high but manageable work targets which he will make every attempt to achieve.
- While he will likely be confident in his abilities he is unlikely to overestimate his capability to overcome more complex challenges.

- When faced with obstacles to achieving set targets, he will tend to prefer testing novel and innovative methods to achieve desired results.
- He is capable of engaging others to work towards a common objective though at times he may give up too easily when faced with strong opposition.
- This is an area where Directors may play a valuable role in gaining agreement and engagement around production, financial and marketing targets and supporting their achievement.

Collaborative Style

- Mr. Sample will tend to be concerned with ensuring that the management team as a whole achieves their objectives.
- While with some encouragement he will bring his own ideas to the forefront he will tend to be concerned with ensuring that the ideas of all team members are heard.

People Leadership

- Mr. Sample will tend to prefer a negotiative approach when managing team discussions. He will tend to ensure that the contributions of all team members are heard and responded to.
- He will be capable of evaluating the merits of the ideas of team members and provide them with feedback.
- His social astuteness and diplomatic style are likely to help him manage conflicts among team members. Nevertheless in the face of significant opposition he may back down from his own agenda.
- His contribution to the management team will be his ability to think through problems and offer innovative solutions. in addition to his negotiative management style

Development and Coaching Recommendations:

To the extent that some of these issues might indicate some required support and commitment to achieve timelines and outputs, the type of suggestions outlined below might prove to be useful “thought starters” in this context.

- In order to ensure employee productivity, it would be useful for Mr. Sample to set aside time each week to meet with employees and review progress of work. This might be done by setting up an information source, such as a weekly progress report, that will allow him to monitor the progress and success of his employees. In order to manage project metrics and his own accountability to the board with regards to timelines, it would help him to have his

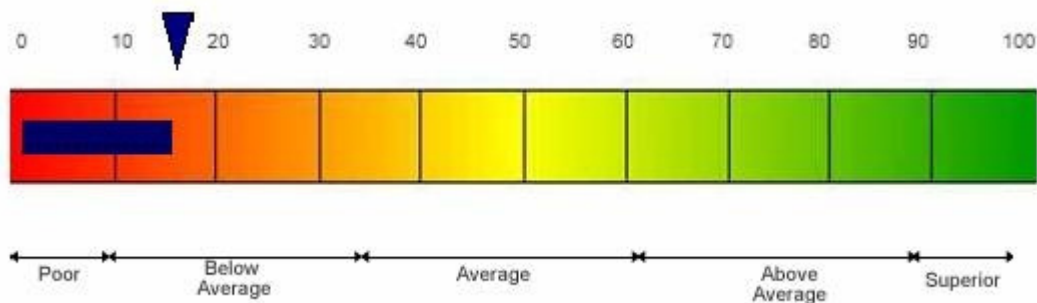
staff set their own deadline dates and then hold them to those timelines-- except on rare occasions when slippage is clearly justified.

- Management could have Mr. Sample evaluate what can be eliminated without losing production capacity of the company. This could be done by clarifying procedures used in accomplishing key tasks in the management of various departments. This would involve him being encouraged to challenge his team to identify what tasks or procedures should be streamlined and also look at ways to reducing the duplication efforts in various departments. Through this process he should be able to demonstrate productivity increases and impact on profitability.
- It would be useful for Mr. Sample to detail each step that must occur from the time work enters the business, to the output being achieved. This would be crucial in eliminating unnecessary steps and streamlining the overall work process. In addition it would identify problems resulting from lack of attention to detail, and establish procedures to ensure that they do not reoccur.
- When managing complex or multiple projects, it would be useful for him use a flow chart to track and distribute the workload over time and delegate appropriately. This will be particularly useful for him in time and goal management and significantly reduce significantly his apprehension during periods of stress.

2. ABILITIES AND APTITUDES

Ability	Percentile Result	Norm Group
Abstract/Conceptual Reasoning	15th percentile (Attempted 60 of 60, Correct 19)	Mid-level Managers and Graduates
Verbal Reasoning	58th percentile (Attempted 40 of 40, Correct 26)	Mid-level Managers and Graduates
Numerical Reasoning	46th percentile (Attempted 26 of 36, Correct 17)	Mid-level Managers and Graduates
Emotional Reasoning	35th percentile	General Population

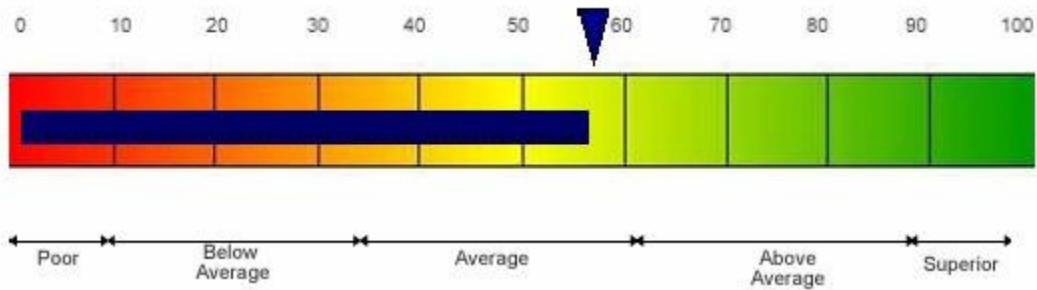
Abstract/Conceptual Reasoning: 15th Percentile



The test of Conceptual Reasoning provides a valid measure of generalised intellectual functioning and correlates most highly with other tests of generalised or natural problem solving capacity. The test itself requires Mr. Sample to work with ambiguous, novel and highly complex information. The ability to grasp complex conceptual relationships and to operate without a basis of prior knowledge are some of the aptitudes found to be measured by this test. Job competencies relevant to this measure include the capacity for flexible and creative thought, technical problem solving, the capacity to acquire information quickly and an aptitude for adapting existing knowledge to new situations.

Mr. Sample's performance on the measurement of Conceptual Reasoning has placed him in the below average range compared to an Australian mid-level manager and graduate sample. This result suggests that he may experience some difficulty to think laterally or grasp complex and abstract concepts, when compared to the normative group. He may require more time or some support to learn new, complex information and apply it to solve problems outside his area of expertise. He may also struggle to address organisational issues in a strategic manner or perform tasks that require strategic thinking.

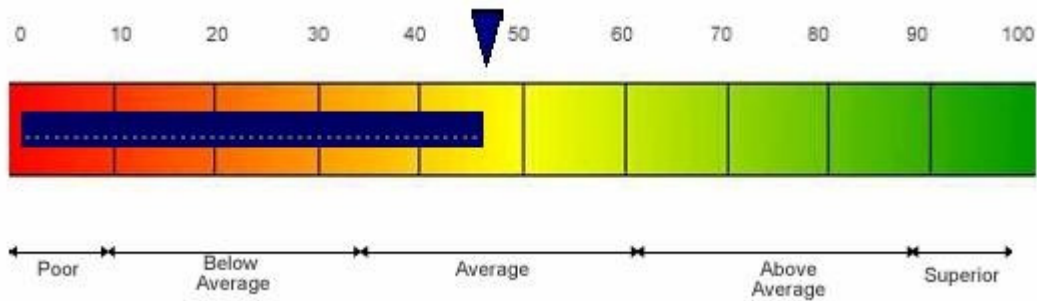
Verbal Reasoning: 58th Percentile



The Verbal Reasoning assessment measures Mr. Sample's ability to communicate with others, written communication skills, the ability to understand internal and external clients' needs and the ability to convey complex information in a clear and understandable format to clients, team members or managers.

Mr. Sample's performance on the measure of Verbal Reasoning is commensurate in comparison to an Australian mid-level manager and graduate sample. This result suggests that he would be a sound communicator in both verbal and written forms. He demonstrates the ability to draw on a reasonable business-related vocabulary when conveying strategic concepts, business ideas or instructions to work colleagues, managers or clients. He would also be able to quickly identify critical issues and logically draw accurate conclusions from written material such as company reports, and competitor information. For roles in which his communication and written capabilities are crucial, he should be encouraged to work on the development of this skill.

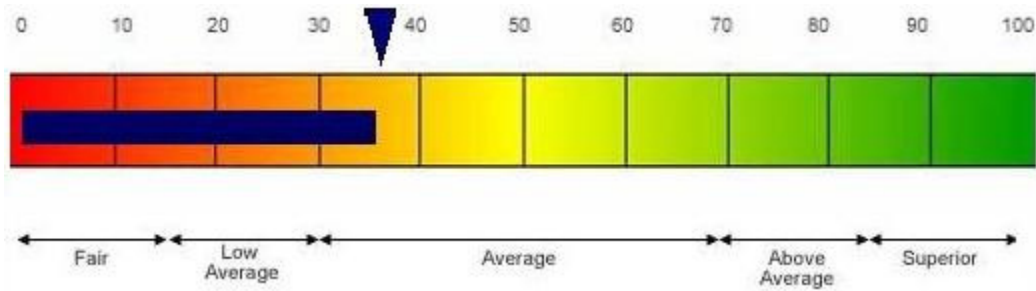
Numerical Reasoning: 46th Percentile



The test of Numerical Reasoning measures Mr. Sample's basic arithmetic ability, understanding and use of numbers, tables and graphs as a reasoning tool to support the decision making process. Competencies relevant to this measure include numerical and financial calculations and basic statistical calculations.

Mr. Sample's performance on the test of Numerical Reasoning has placed him in the average range compared to an Australian mid-level manager and graduate sample. This result suggests that he has average levels of confidence and competence to effectively identify critical issues and draw accurate conclusions from numerical information such as graphs or tables. He would be able to effectively analyse and interpret performance and production data, competitors' numerical information or financial reports in line with his level of exposure and experience. He may have some difficulty to evaluate more complicated financial, production, statistic or other numerical information.

Emotional Reasoning: 35th Percentile



The ERQ is an instrument designed to measure emotional reasoning, which is a branch of emotional intelligence. Emotional intelligence is a broad concept, which involves the ability to identify emotions in yourself and others, to be able to manage those emotions and to use them to promote personal growth. Emotional Intelligence is commonly accepted as an important part of real-world interpersonal skills, management, and goal-setting. Emotional reasoning is that branch of emotional intelligence which involves identifying what emotions people are feeling in a given situation, and the ability to predict someone's future emotional responses, given an understanding of a current situation. It is seen as a key competency in 'connecting with people' and building rapport and good working relationships.

Mr. Sample's performance on the measurement of Emotional Reasoning has placed him in the average range compared to an Australian general population sample. The result suggests that he has a sound ability to identify emotions in work colleagues and clients, and to predict their future emotions and actions. He appears to be able to interact well with other people, and is likely to be able to judge others' emotional state and respond appropriately. He would be able to build rapport and establish empathy in most circumstances. He would also be able to do well in areas such as influencing through management and managing others.

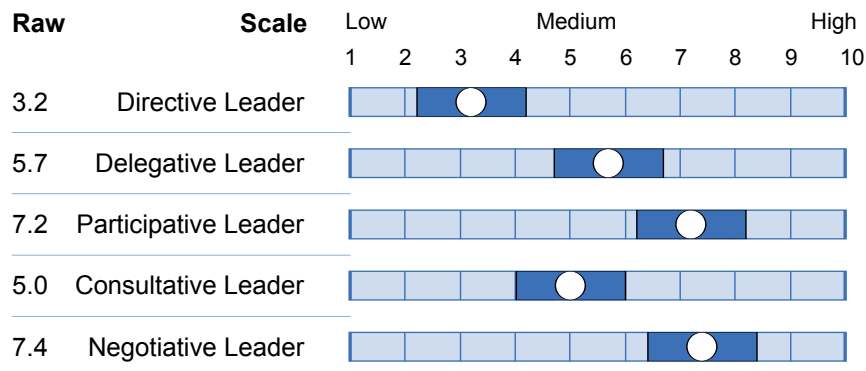
3. BEHAVIOURAL STYLE PROFILE

Validity Scales

Mr. Sample's response style would suggest that he was as happy as most people to present himself openly and candidly, without wishing to project an overly positive image of himself. Please note that response style indicators should be treated with some degree of caution and any suggestions made should always be corroborated during feedback.

Leadership Styles

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Mr. Sample is most likely to adopt. This may be of relevance to a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes his most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



Primary Leadership Style: Negotiative Leader

Negotiative Leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to motivate them to work in a particular way. Negotiative Leaders tend to rely on their skills of persuasion to achieve their stated goals. Many Negotiative Leaders have well developed image management skills and they typically utilise these to moderate their approach according to the circumstances in which they find themselves. This capability, coupled with a desire to achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.

Secondary Leadership Style: Participative Leader

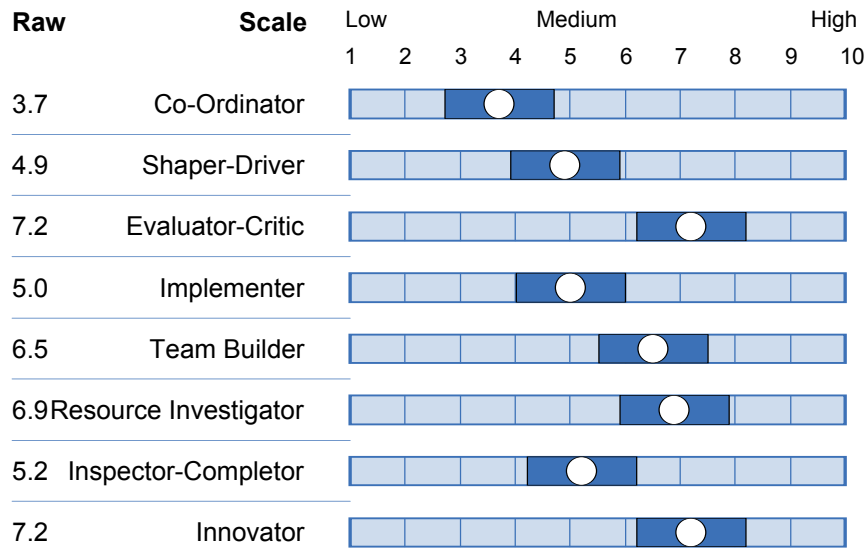
Participative leaders are primarily concerned with getting the best out of a team as a whole. Hence, they encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They are unlikely to

impress their own wishes and opinions onto the other members of the group but see their role as an overseer of the democratic process. This will involve ensuring each member of the group is given the opportunity to express their opinion and that no one member imposes a disproportionate influence on group decisions.

create feelings of goodwill and trust to generate an atmosphere in which their audience feels confident that they are getting the best advice available and are therefore more likely to "buy-in" to whatever it is that the Rapport Creator has on offer.

Team Roles

The Team Roles describe how Mr. Sample is likely to interact with his colleagues in a team situation. The specific ways in which he will express his preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions. The scores below indicate his general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of his predominant and secondary team styles is provided.



Team Role Combination - Evaluator-Critic/Innovator

Mr. Sample is likely to have a shrewd and penetrating mind, together with the capacity to evaluate his own ideas and those of others and come up with an integrative statement about what should be done. Although he is likely to have the capacity to be creative himself, his tendency may be to sit back and think while others do the talking. His keen critical abilities may help him to sort through ideas with the effect that his contributions will be planned carefully. However, his somewhat skeptical style and capacity to identify the flaws in arguments may cause him to censor himself and thus inhibit his own ability to be innovative.

Interpersonal and Relationships Building Styles

Mr. Sample will tend to communicate readily without having a requirement for excessive personal contact. He is as likely to be as happy dealing with clients, managers or work colleagues as when occupied with tasks, but will not be hesitant about coming forward in work situations, even if this places him at the centre of attention. Expressing moderate levels of kindness, he is likely to be seen as relatively supportive of colleagues. No more or less sympathetic and understanding than most, he will be able to maintain a degree of distance from colleagues when necessary.

Generally preferring to work within a team, Mr. Sample enjoys group participation and work recognition. He will tend to feel most comfortable working in a group setting, where he can share his thoughts with others. This over-reliance on group support may reflect a lack of self-confidence. As amenable and co-operative as most, he will generally not seek confrontation for confrontation's sake. Being moderately competitive, he should not be averse to meeting work-related challenges. While capable of being outspoken on occasion, he should not be oblivious to others' feelings and needs.

Temperamentally, Mr. Sample has a quite trusting nature and is inclined to believe that clients, managers or work colleagues are basically genuine and honest. As a group member, he may occasionally be accused of being overindulgent, and consequently may be taken advantage of. He will generally give people the benefit of the doubt without being unduly credulous. In workplace interactions he appears relatively passive and accommodating. He may dislike confrontation and be inclined to avoid it or smooth it over.

Restrained and fairly guarded, Mr. Sample will be relatively disinclined to become involved in situations where restraint and composure are lost. Consequently he may wish to avoid challenging stakeholders when he perceives such a danger may exist. He has the capacity to convert others, whatever his cause is. He is likely to be quite concerned to avoid making work blunders.

Thinking and Decision-making Styles

Mr. Sample is likely to come across as a somewhat intuitive person who is quite receptive to ideas and experiences. He is likely to be viewed as a relatively intellectually-orientated person who enjoys working on complex problems and ideas. Presenting his insights in an unchallenging manner, clients, managers or work colleagues will be receptive to his ideas. Somewhat unconventional in his attitudes and opinions, his views may tend to be at variance with those of most. This may lead him to question older, established points of view and be reticent about accepting the status-quo.

Fundamentally, Mr. Sample is quite creatively sensitive and soft-hearted and consequently may lack a tough, hard-headed, utilitarian approach. Having a creative and artistic temperament, he will be drawn to expressive, cultural activities. Being emotionally vulnerable, difficult and demanding situations may leave their mark on him. As attentive as most to practical realities, he will not be unduly dismissive of abstract, theoretical concepts. He will tend to balance a focus on the here and now with openness to possibilities and ideas.

Not wishing to spend excessive amounts of time on the detailed aspects of a task, Mr. Sample will be happy attending to detailed systems and procedures if this is a necessary part of the role. As far as rules and regulations procedures are concerned, whilst he will acknowledge their contribution, he may not wish to be tightly bound by them at all times.

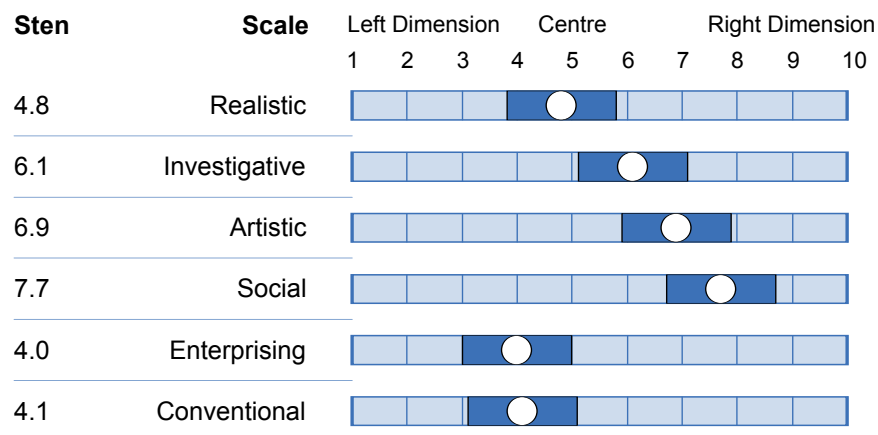
Coping with Pressure and Stress

Mr. Sample is currently experiencing average levels of stress. Not unduly prone to mood swings, he should have sufficient inner resources to cope with work demands. However, he may nonetheless experience some stress coping with particularly demanding work situations or when placed under extreme emotional pressure.

There is a tendency for Mr. Sample to worry over past mistakes, doubting his ability to overcome problems and obstacles. At times somewhat apprehensive about the future, these doubts may possibly undermine his self-confidence. As relaxed and composed as most, he is not usually troubled by feelings of irritability and tension. Like most, however, he may become a little restless or tense when under pressure but this should not cause him undue problems as he is likely to be able to relax without too much difficulty. Whilst minor irritations should not generally upset him, if his goals are repeatedly hindered he may become impatient or annoyed.

4. CAREER INTERESTS

Career-Themes are based on the work of Holland. These provide a match between Mr. Sample's personality profile and those of the broad occupational groups listed. The scores take no account of other important factors such as interests, aptitudes, qualifications and work experience.



Note: Scores in the range 4-7 are considered average

Realistic Theme: Activities involving manipulation of mechanical devices and principles of mechanics and physics. High scorers are likely to be technically orientated, repairing mechanical devices, working on motor cars. They may also enjoy outdoor activities.

Investigative Theme: Activities involving the manipulation of ideas and scientific principles. High scorers will enjoy applying logical and/or scientific principles to the resolution of experimental problems. They may enjoy laboratory work.

Artistic Theme: Activities centred around the expression of artistic and creative ideas. High scorers are typically interested in the Arts in the broadest manifestation e.g. art, music, writing, composing, dance, design etc.

Social Theme: Activities centred on helping or caring for others. High scorers tend to express an interest in charitable work, involving caring for the elderly, children with special needs or counselling, teaching and generally assisting others to achieve their potential.

Enterprising Theme: Activities involving the attainment of objectives through people. High scorers generally express an interest in managing or leading others or taking charge of situations. As such they are attracted to business related situations where they are able to exercise leadership, managerial skills and public acclaim.

Conventional Theme: Activities involving organising, administration and well established work practices. High scorers enjoy developing and maintaining systems, operating business machines, doing paperwork, bookkeeping and accountancy.

General Information for Interpreting Report findings

Objective Information	This report provides objective information on the individual's abilities.
Educated Decision Making	The individual's performance is compared with a relevant population group to assist in achieving effective Human Capital decision making.
Interpreting Results	The results are presented in terms of a percentile (%) score for each test administered. A percentile is a score equal to or below which a certain percentage of the members of a selected sample group fall. Percentile scores can be misleading if small differences between individuals' scores are interpreted as implying significant differences in work performance.
Population Norms	Individual's specific scores can be compared to a relevant Australian adult sample as a reference group or to a relevant sample from ones organisation.
Score Ranges	Psych Press uses a basic score range for ability percentile scores: 91st - 99th percentile – Superior performance 63rd - 90th percentile – Above Average performance 37th - 62nd percentile – Average performance 10th - 36th percentile – Below Average performance 1st - 9th percentile – Poor performance