



## INDIVIDUAL ASSESSMENT REPORT - STRICTLY CONFIDENTIAL

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

**Mr. Sam Sample**

On Monday, 10th November 2008

Prepared by

**Psych Press - Talent Management Psychologists**

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## **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 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 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. BEHAVIOURAL STYLE PROFILE

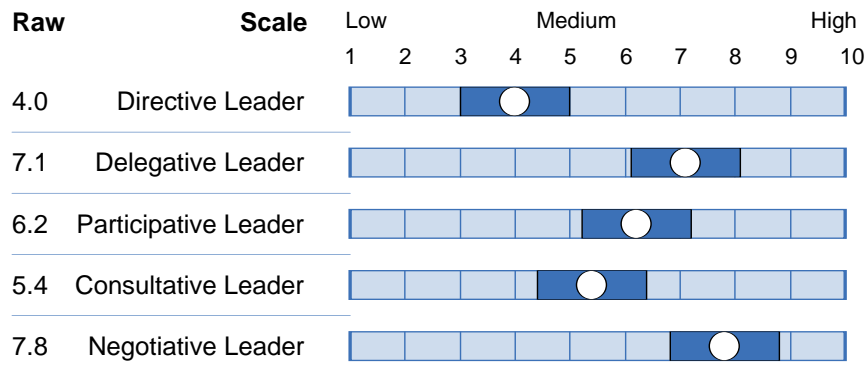
The following report has been based on a scientifically validated profile, providing elements of insight or understanding into Mr. Sample’s work behaviour style. This profile is intended to provide you with a point of reference from which you can objectively assess his work suitability or strengths and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

## 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.

## 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

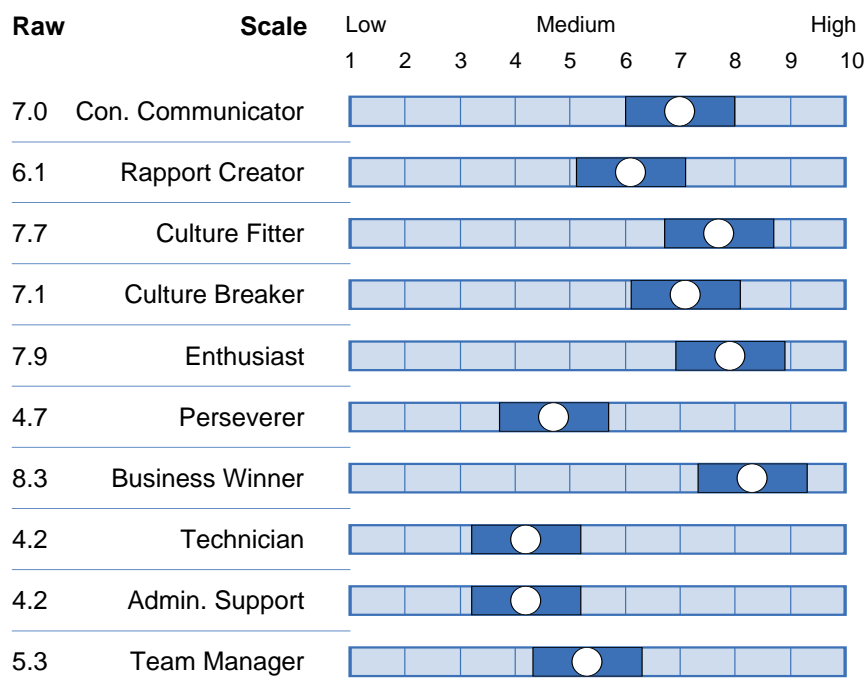
achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.

### **Secondary Leadership Style: Delegative Leader**

As the name suggests, the style of Delegative Leaders is characterised by delegating work to subordinates. Since their style is not strongly democratic, the process of delegation may not involve consultation. As a result, subordinates will generally be assigned work rather than have active input into how projects should be conducted. However, once the work has been assigned only little direction will be provided and subordinates will largely be expected to work with the minimum of supervision. Although such a leadership style may not be everybody's preference those who are naturally independent may enjoy the freedom allowed by such managers.

## Influencing Styles

The Influencing Styles describe which of a range of styles Mr. Sample is most likely to adopt. This may be of interest in relevance to a variety of situations where there is a requirement to influence others or sell a product, service or idea. 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 type of product, the customer, the specific situation and the organisational culture in which the individual is operating. Equally, different styles may be adopted according to the demands of the situation and consequently a description of his predominant and secondary influencing style is provided.



### Primary Influencing Style: Business Winner

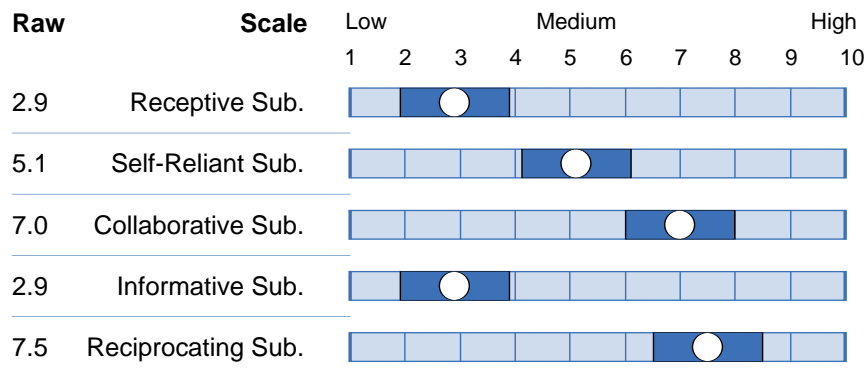
The Business Winner typically attracts new opportunities from previously unknown sources. This will often be achieved through a combination of persistence and the preparedness to try novel and unconventional approaches to influencing or selling. With a tendency to be highly competitive they usually work hard for their successes but their tendency to be unconventional may cause discomfort amongst their colleagues. The Business Winner will usually be a particular asset in those times when existing areas have become saturated or when there is a particular requirement to expand into new markets.

## **Secondary Influencing Style: Enthusiast**

The Enthusiast's success is strongly linked to their ability to convey enthusiasm for the idea, service or product they are promoting. They can be fairly competitive individuals and they have a strong desire to succeed. Their energetic and keen approach can have a contagious effect on their audience, thus influencing the likelihood of a positive response to the idea, service or product they are promoting.

## Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate 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 a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which he is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



### Primary Subordinate Style: Reciprocating Subordinate

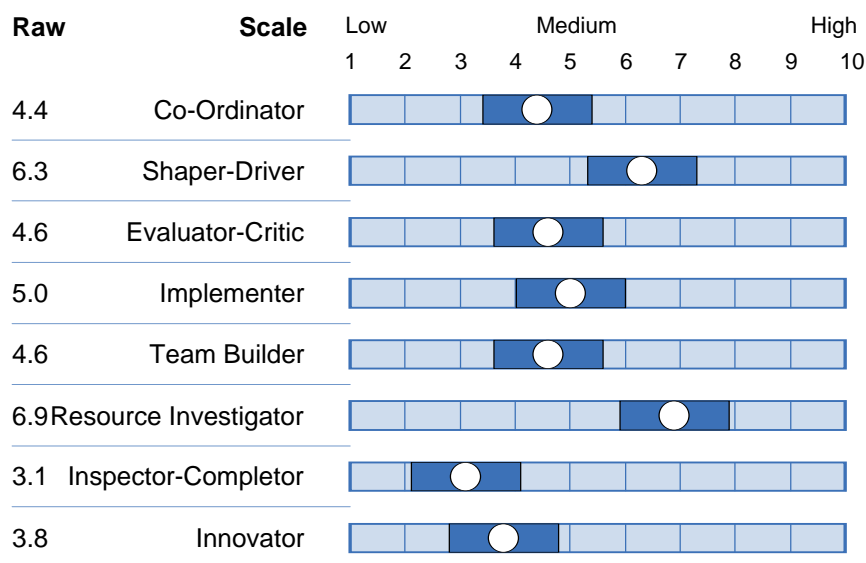
Reciprocating Subordinates tend to be individuals with an emotionally mature outlook, who rarely become upset by criticism or setbacks. As such they generally feel comfortable about promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they are likely to be most complementary to the Negotiative Leader and, given that the Reciprocatve Subordinates usually have strong views of their own, any exchanges between subordinate and manager will typically be productive.

### Secondary Subordinate Style: Collaborative Subordinate

Collaborative Subordinates believe that the problem-solving power of the team is more than that of the individual members included within that team: their primary concern is that the team as a whole achieves its objective. Collaborative subordinates relish group discussions and will typically propose innovative ideas of their own, as well as being more than happy to discuss the ideas of others. As strong believers in constructive criticism, they show little reluctance when it comes to pointing out weaknesses in other peoples' ideas; similarly they are usually happy to accept the criticisms of others. Collaborative Subordinates are at their most effective when working under managers who share their views about group participation - i.e., those who encourage collaboration rather than those with a more directive style.

## 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 - Shaper-Driver/Resource Investigator

Mr. Sample's outgoing, energetic and determined style is likely to enable him to achieve a great deal whilst also maintaining cheerful work relationships. He will tend to enjoy social stimulation, which enables him to make contacts outside the organisation. In addition, his wit and charm should mean that colleagues enjoy working in his company. Underneath this social ease, however, is likely to be a restless drive for results and personal recognition. He has a strong and restless desire to see results quickly, so he should have a high work rate, but he could spring into action a little too quickly and cut corners to get things done. Nevertheless, this propensity for action means that he should be capable of taking risks and make decisions on the spot. When he is concerned about the task at hand, he may tend to become a little dominating but, usually, his enthusiasm will motivate a group to give their best to the group effort. His social skill is likely to give him the potential to steer a conversation in the direction he desires and he should be able to smooth over any conflict he stirs up. A problem may, however, be that

he tends to jump a little too hastily into a project without first analysing problems, in order to achieve quick results. Therefore, he may need to develop patience and persistence for long-term, demanding jobs, and in trusting others to perform their roles on a project without his direct control. Nevertheless, he is likely to be effective in an organisation as the kind of person who can take up a challenge and inspire those he works with to perform as he sets the pace.

## Interpersonal and Relationships Building Styles

Mr. Sample will like a good deal of contact with clients, managers or work colleagues and will adopt quite an open style in his communications. He is likely to feel at ease in the company of strangers, and will tend to come forward in work gatherings. 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.

While staying within the bounds of what is socially acceptable, Mr. Sample tends to be spontaneous, enthusiastic and quite optimistic in his approach towards work. Fun loving, he will enjoy animated lively work events and activities. Spontaneity quite appeals to him. However, only with encouragement and support would he be tempted into taking rash action. He is likely to be quite confident, venturesome and quite uninhibited in work interactions. However his level of active participation will be held in check by an awareness of work expectations. He will be attracted to work settings where he will be able to relate easily and comfortably with clients, managers or work colleagues. He will generally have little trouble with public speaking. His ability to withstand external pressures without expending too much inner resources will enable him to face quite difficult emotional situations.

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 reliance on group support may reflect a lack of individual resolution. 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.

As adaptable and accommodating as the norm, Mr. Sample's initial approach is to give clients, managers or work colleagues the benefit of the doubt. If he feels that his trust is being abused, his tolerance may rapidly turn to scepticism. In workplace interactions he maintains a balance by not being overbearing nor being too easily dominated. He is no more or less assertive than most.

Mr. Sample will be 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 is likely to be quite concerned to avoid making social blunders.

## Thinking and Decision-making Styles

Mr. Sample should, in most situations, be able to strike a balance between viewing things from an intuitive, subjective perspective and a rational, objective stance. While not being overly speculative in his approach, he is nonetheless likely to be as receptive to experiences and emotions as most. 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 hesitant about accepting the status-quo. His forcefulness combined with his work sophistication could make him fairly instrumental as a change agent.

Having an appreciation of creative issues whilst keeping functional considerations in mind, Mr. Sample strikes a balance between the rational and the emotional in decision-making. He will generally give his attention to practical matters and will be quite alert to external realities. Relatively down to earth, he will tend to focus on the here and now. Alertness, caution and practical concern should contribute to a low frequency of errors. Inclined to reject abstract ideas that have little practical relevance, he will have little time for highly conceptual, theoretically-minded individuals.

Having below average levels of self-control, Mr. Sample's behaviour and attitudes are more a function of his own personal belief system than work norms and expectations. Free-thinking and quite spontaneous, he may be somewhat dismissive of authority. Not having particularly high levels of self-discipline or self-control, he is not likely to be overly concerned about his work standing. He may prefer to relate casually to others rather than strictly observe formality and work etiquette. A person's status, position or authority is unlikely to carry much weight with him - he will tend to view clients, managers or work colleagues on their merits. However, being diplomatic and aware of the impact he may have on others, these attitudes may not always be evident.

Manifestly rather unconstrained to some degree, Mr. Sample has an inclination to circumvent rules, especially when it is expedient to do so. Unmindful of obligation, he might be an extremely inconsistent or poor finisher, unless pressed. This may be more apparent on work that he does not consider to be of great significance. He may prefer to have a number of ongoing commitments, but lacking a strong sense of personal obligation, is prone to put them down when they become tedious or repetitive. He is not prone to deliberation and procrastination, preferring rapid action to lengthy contemplation. Tending to view things from a global perspective, he will prefer to avoid work that demands close attention to detail.

## **Coping with Pressure and Stress**

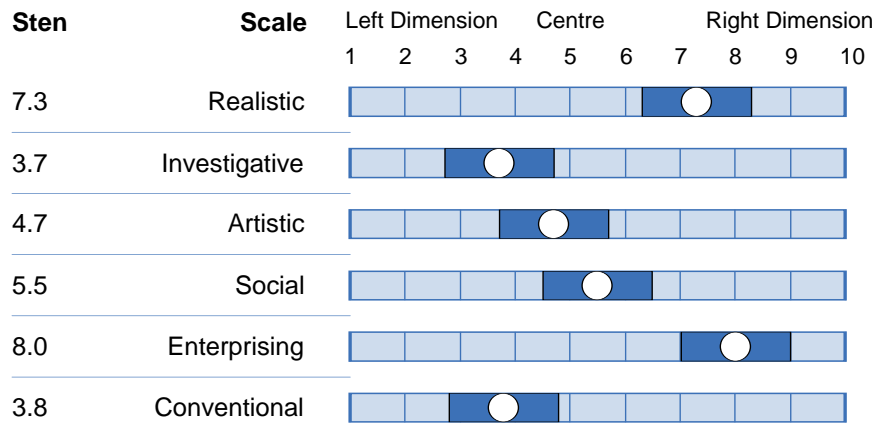
Mr. Sample is currently experiencing average levels of stress. Not unduly prone to mood swings, he should have sufficient inner resources to cope with work demands. However, he may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional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

Relatively secure and fairly self-assured, Mr. Sample is likely to be cheerful, optimistic and free of apprehension, regrets and self-doubt. Relatively sure of himself, he is likely to appear confident, especially in work settings. If things go wrong he is liable to blame others.

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.

## 2. 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.

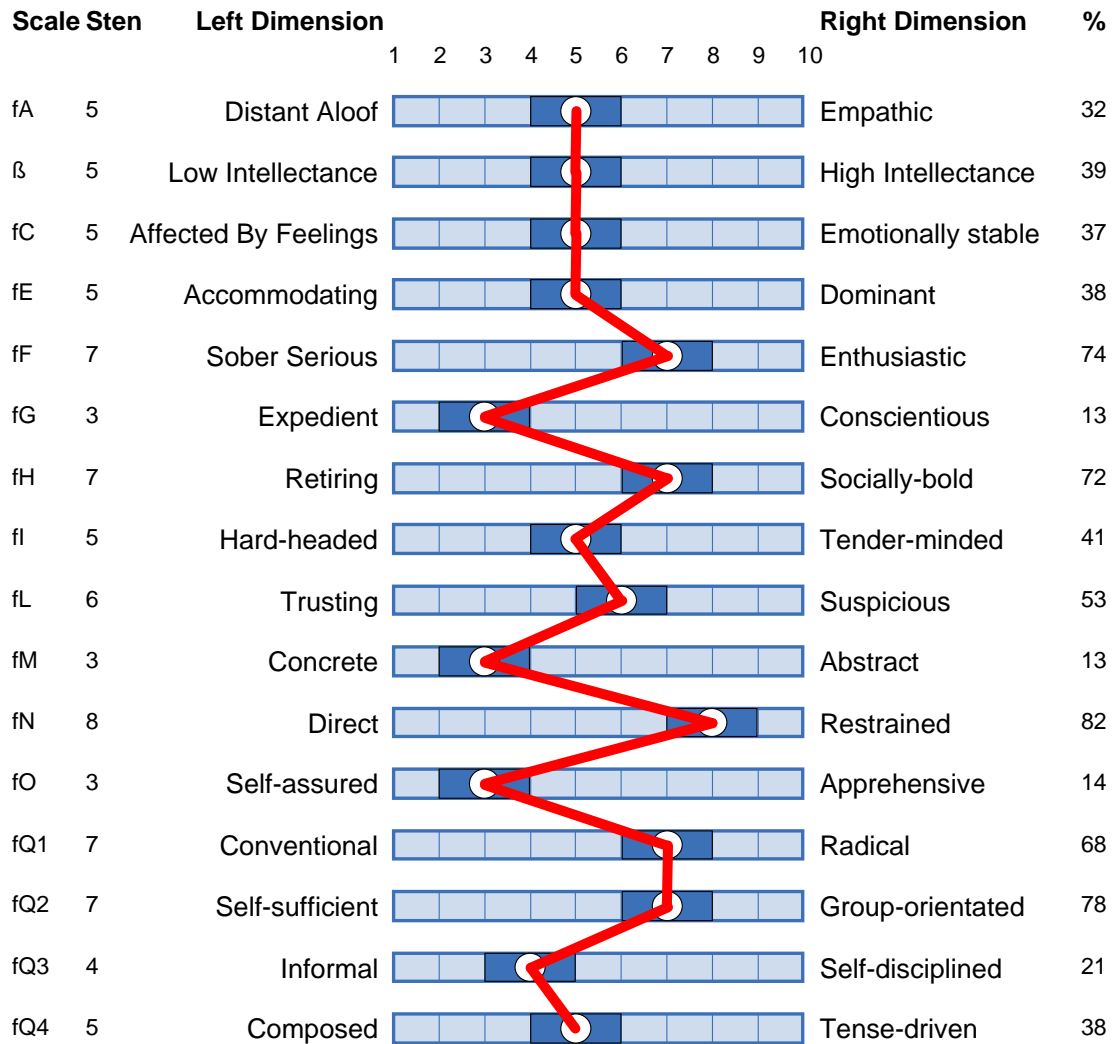
**Social Theme:** Activities centred on helping or caring for others. High scorers tend to express an interest in charitable work, involving caring for the elderly, children with special needs or counselling, teaching and generally assisting others to achieve their potential.

**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

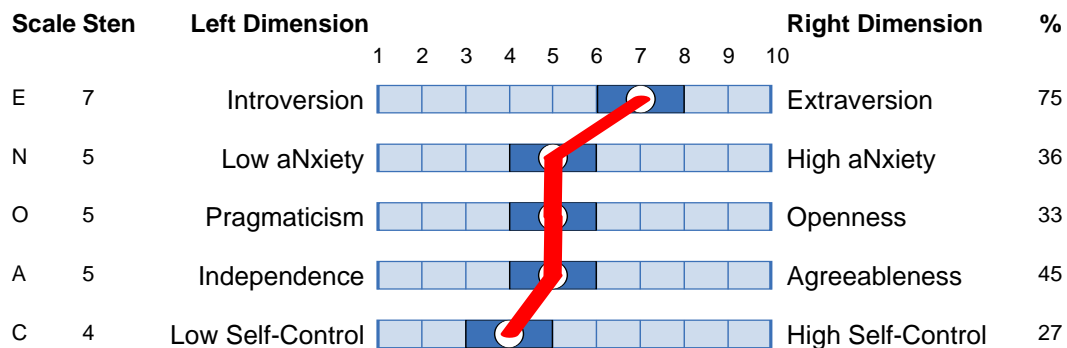
situations. As such they are attracted to business related situations where they are able to exercise leadership, managerial skills and public acclaim.

**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.

## Primary Factors



## Global Factors



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

## Additional Scales

	Raw	Additional Scales		%
			1 2 3 4 5 6 7 8 9 10	
eIQ	25	Emotional Intelligence		48
WA	21	Positive Work Attitude		13

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

## Response Style Indices

	Sten	Additional Scales		%
			1 2 3 4 5 6 7 8 9 10	
SD	6	Social Desirability		52
CT	7	Central Tendency		84
INF	7	Infrequency		76
FG	5	Fake Good		32
FB	3	Fake Bad		8

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

*Norms based on a sample of 4295 Australian Professional Managerial.*

## General Information for Interpreting Report findings

<b>Objective Information</b>	This report provides objective information on the individual's abilities.
<b>Educated Decision Making</b>	The individual's performance is compared with a relevant population group to assist in achieving effective Human Capital decision making.
<b>Interpreting Results</b>	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.
<b>Population Norms</b>	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.
<b>Score Ranges</b>	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