



PSYCH PRESS
Talent Management Psychologists



**INDIVIDUAL ASSESSMENT REPORT - STRICTLY
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The purpose of the assessment has been to provide further information to assist with the recruitment of

Ms. Sam Sample

On: Tuesday, 9th November 2010

for

ACME INC

Prepared by
Psych Press - Talent Management Psychologists

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Confidentiality

This highly confidential document is provided to the client on the candidate 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 candidate's capabilities has been based on several assessments 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 the candidate's capabilities. We recommend supplementing it with other information obtained from other sources like interviews or other reports.

1. ABILITIES AND APTITUDES

Ability	Percentile Result	Norm Group
Abstract/Conceptual Reasoning	16th percentile (Attempted 16 of 25, Correct 9)	General Population
Verbal Reasoning	50th percentile (Attempted 26 of 26, Correct 15)	General Population
Numerical Reasoning	74th percentile (Attempted 27 of 27, Correct 16)	General Population

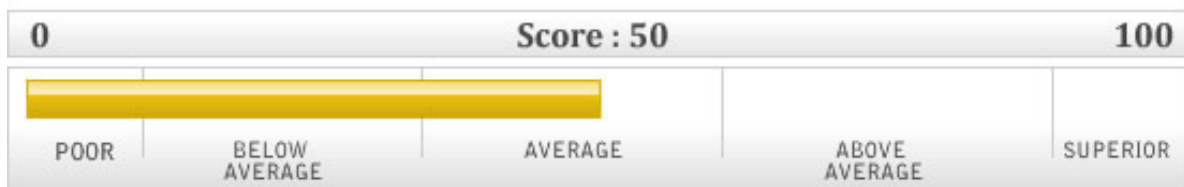
Abstract/Conceptual Reasoning: 16th Percentile



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 Ms. 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.

Ms. Sample's performance on the measurement of Conceptual Reasoning has placed her in the below average range compared to an Australian general population sample. This result suggests that she may struggle to think laterally or grasp complex abstract concepts, when compared to the normative group. She may require more time and some assistance to integrate new complex and sometimes conflicting information or to develop new knowledge to address more complex issues in the workplace. She may also be less effective with respect to problem solving and being able to adapt knowledge and skills to issues that are outside her previous experience.

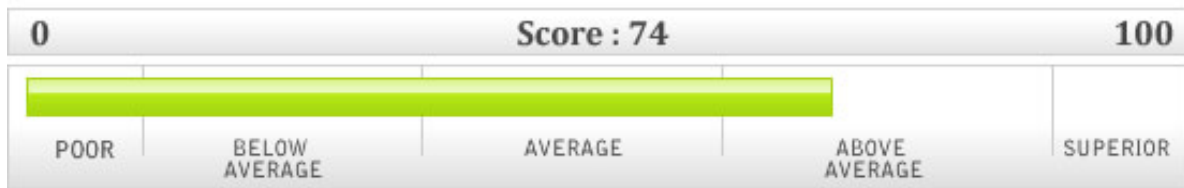
Verbal Reasoning: 50th Percentile



The Verbal Reasoning assessment measures Ms. 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.

Ms. Sample's performance on the measure of Verbal Reasoning is commensurate compared to an Australian general population average. The result suggests that she has sound communication skills in both spoken and written forms. She would be able to convey business-related ideas, concepts or instructions to managers, work colleagues, and clients. She would also be able to identify critical issues and logically draw accurate conclusions from written material in a reasonable manner. She is also likely to be able to produce reasonable written documentation such as performance and production reports or other organisational documents. For roles in which her communication and written capabilities are crucial, she should be encouraged to work on the development of this skill.

Numerical Reasoning: 74th Percentile

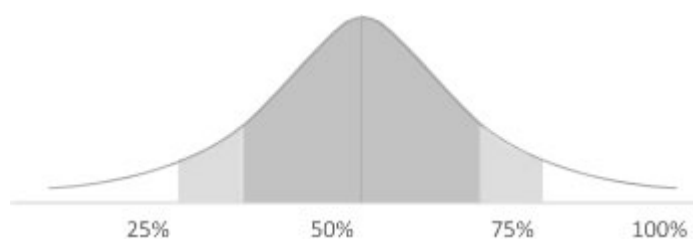
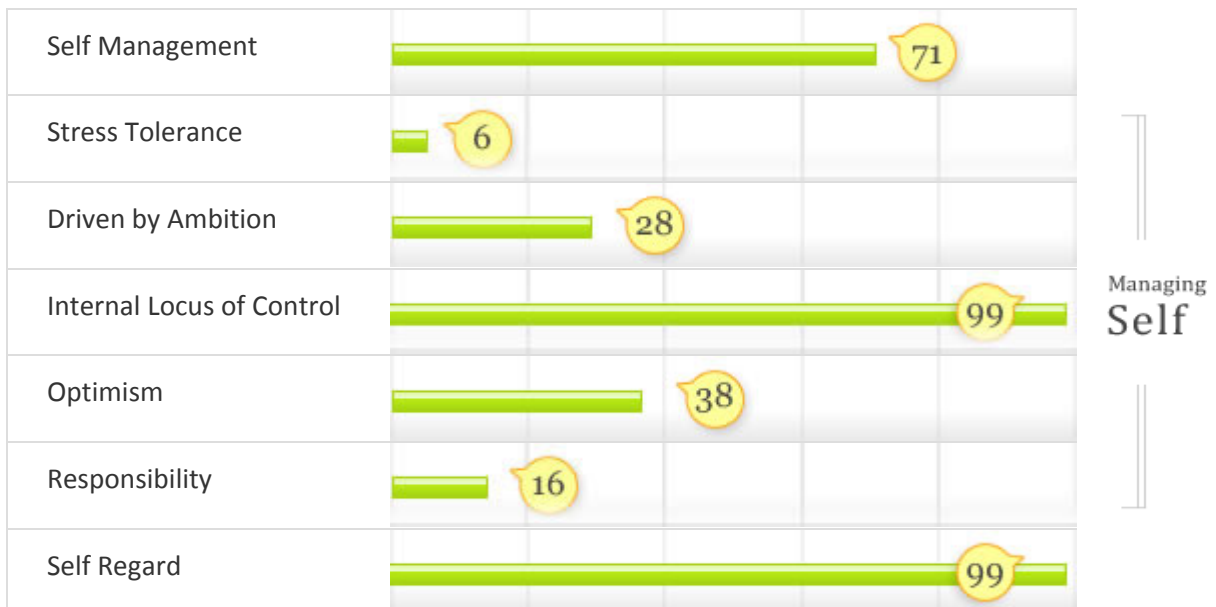
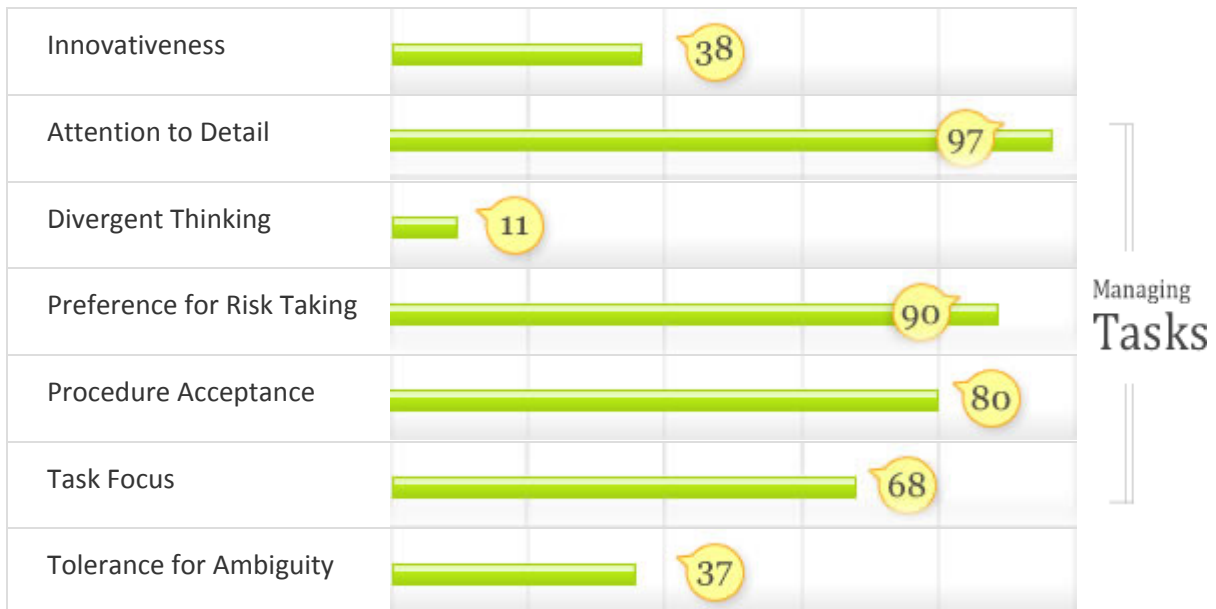


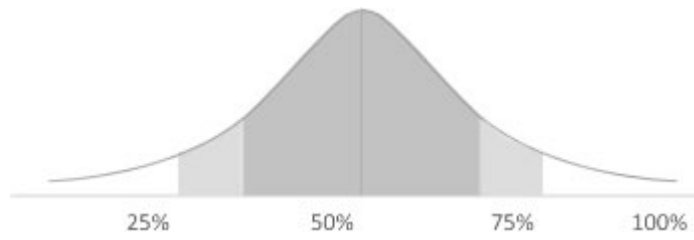
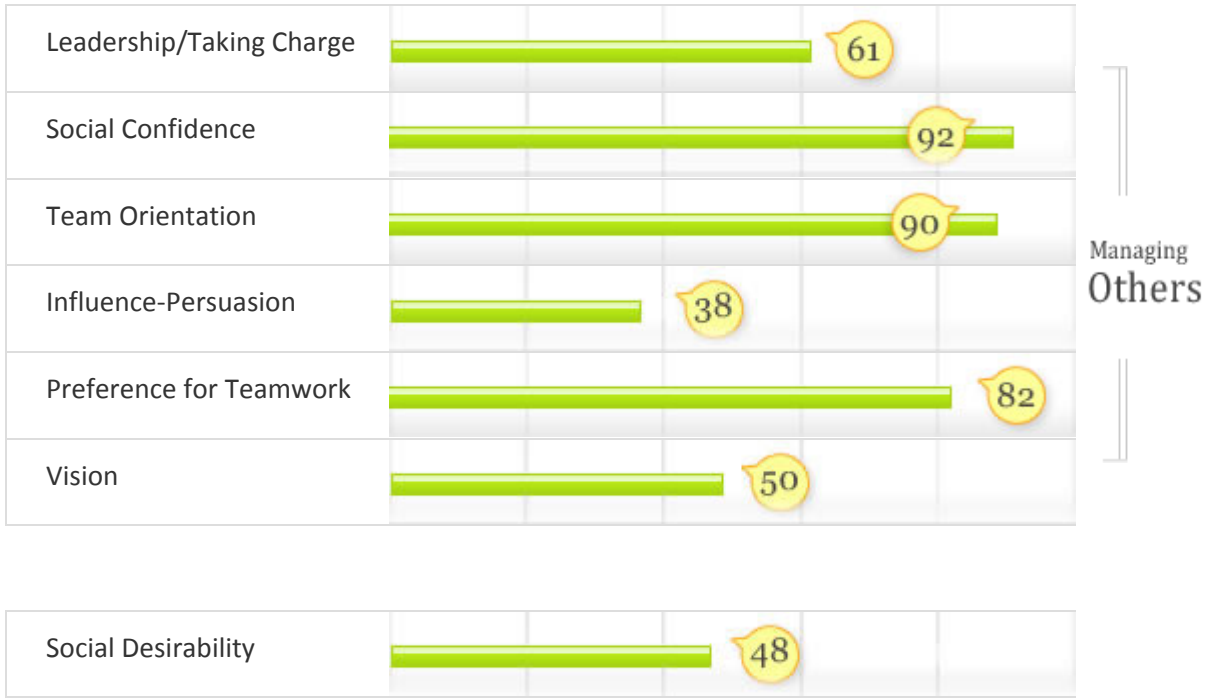
The test of Numerical Reasoning measures Ms. Sample's basic arithmetic ability, understanding and use of numbers, tables and graphs as a reasoning tool to support the decision making process. Competencies relevant to this measure include numerical and financial calculations and basic statistical calculations.

Ms. Sample's performance on the measurement of Numerical Reasoning has placed her in the above average range compared to an Australian general population sample. The result reflects a strong ability to work with facts and figures as well as understand organisational information presented in numerical forms such as tables and graphs, compared to the normative group. The result also suggests a strong ability to provide general numerical information and perform basic computations when reviewing organisational activities. She will accurately calculate familiar formulae as required when dealing with monthly or daily organisational reports and would be very comfortable performing tasks that include evaluating numerical information.

2. BEHAVIOURAL STYLE PROFILE

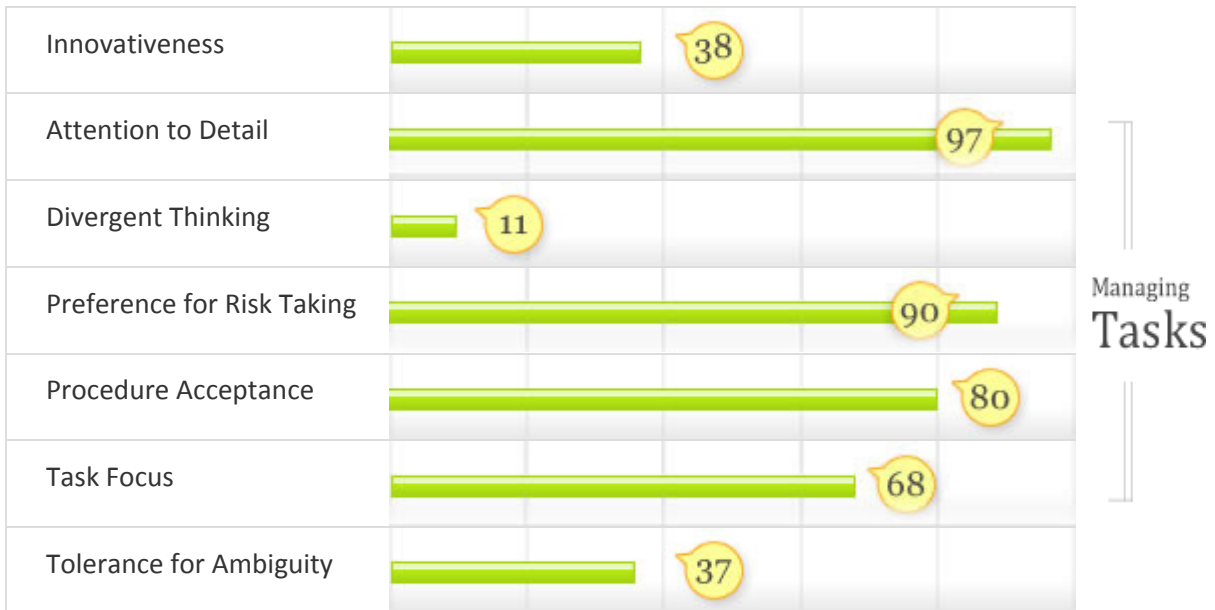
Graphical Summary





Interpretive Summary

Managing Tasks



Innovativeness

Sample Item: “Often I find myself lost in thought.”

This scale measures the extent to which individuals emphasize originality, or show a tendency to embrace traditional values. It identifies whether an individual thinks creatively or conventionally, and the degree to which they are open-minded. Individual innovativeness will reflect whether an individual is imaginative, curious, inquiring and widely varied in their interests. It also measures individual ability to deal with change in the physical and organizational environment. Individual differences in innovativeness tend to predict varying preferences for work environments and job structure, ranging from the conventional and familiar to the novel and stimulating.

Ms. Sample scores in the low range on the Innovativeness scale, and will be conventional, practical and more concrete with her ideas. She will tend to feel uncomfortable with change, preferring familiar routines and preferring to be given direction rather than developing her own ideas or proposals. She will flourish in a work environment that has structured and familiar tasks, and is suited to roles where structure, order and adherence to protocol are important. Ms. Sample will suit a position where strong adherence to existing policies, particularly related to the safety of themselves and others, is a major responsibility of the role. She may be selective in her work interests and seek out roles in which appropriate

behaviours or procedures are outlined, with only limited scope for individual decision making and flexibility.

Attention to Detail

Sample Item: *“It is important for processes and procedures to be followed exactly.”*

This scale measures the extent to which an individual desires precision, accuracy and completeness. It also indicates an individual's preference to plan each task, identify all details that need to be addressed, and complete work with accuracy, neatness and freedom from errors. This scale also examines the degree to which individuals will meticulously follow plans, and ignore distracting environmental factors while focusing on the task at hand. It also examines an individual's tendency to detect errors in their work, as well as continually checking and revising work to ensure accuracy.

Ms. Sample scores highly on the Attention to Detail scale, indicating that she tends to be concerned with ensuring that a task is complete and accurate down to the smallest detail. She will generally follow plans to the letter and will take great care to be neat and thorough. Ms. Sample will tend to be meticulous, possibly to an unsuitably excessive degree. She is therefore likely to succeed in positions that require her to be adept at spotting imperfections and errors, and is likely to be concerned with remedying these. She will be particularly suited to roles which require high levels of precision on a regular basis, but may not be as suited to roles which require a swift turnover of output or operational direction from broad conceptual or strategic paradigms.

Divergent Thinking

Sample Item: *“I approach problems in different ways.”*

This scale measures the extent to which individuals are open to multiple ideas and alternative modes of thinking. Divergent thinking refers to a mode of critical thinking in which a person generates many novel ideas in response to a single question or problem. It is often related to creativity or ‘thinking outside the box’. It is an evaluation of an individual's tendency to consider alternative perspectives and innovative approaches to work-related problems, and is generally related to the advancement of novel and comprehensive initiatives.

Ms. Sample scores in the lower range on divergent thinking, and is likely to be somewhat conventional in her way of thinking and less open to new ideas or different perspectives. She will prefer to work with established views and ways of looking at things, rather than

attempting to explore new approaches. She will tend to accept current ways of thinking, preferring that ideas be predictable and familiar, and would be most suited to a role in which she is required to process information without the need for complex interpretation or creativity. Ms. Sample's approach to tackling problems is likely to involve established solutions that have worked in the past. She prefers to make decisions quickly and independently, and may be less inclined to consider the suggestions and alternative perspectives advanced by co-workers.

Preference for Risk Taking

Sample Item: *“I enjoy venturing into the unknown.”*

This scale measures the extent to which an individual is willing to take risks in a business environment in order to achieve desired goals. Risk taking behaviours relate to an individual's willingness to tackle challenging tasks, even when a successful outcome is uncertain. It reflects a preference for taking risks, without being deterred by the possibility of making mistakes or negative outcomes. Optimum level of risk may be reliant on individual ability to determine what constitutes an acceptable level of risk, given the implications of the outcomes. Preference for Risk Taking is a measure of the excitement or thrill gleaned from facing or experimenting with the unknown, and reflects the likelihood that an individual will take chances to gain accomplishments.

Ms. Sample scores highly on the Preference for Risk Taking scale, and will have a strong inclination towards challenging situations where the outcomes are unknown. She typically finds excitement and thrill in taking chances with the unknown. The possibility of failure is less of an impediment to her actions when she is set on accomplishment. She may be less suited to industries that require strict adherence to rules and regulations, with occupations requiring flexibility and innovation being more appropriate. Ms. Sample is unlikely to be deterred by the possibility of error and may prefer risky situations to conventional ones. She may also have a tendency to prefer taking risks even when there are alternatives available, which may in certain situations compromise work safety. She is strongly inclined to view risk-taking behaviours in transactions and dealings as opportunities for expansion and improvement.

Procedure Acceptance

Sample Item: “*Procedures are important to me.*”

This scale describes the extent to which an individual places emphasis on organizational rules and processes. It expresses the degree to which an employee takes on responsibility driven by a sense of duty and compliance to exact rules and policies. It includes the extent to which an individual believes others should also adhere to established organisational procedures and protocols.

Ms. Sample scores highly on the Procedure Acceptance scale, indicating that she has a great deal of concern for following organizational rules and regulations. Structure is an integral part of day to day work for her, and she is inclined to think that predetermined systems and procedures are central to the seamless management of an organisation. Ms. Sample is likely to follow company procedures without question or challenge, and have respect for the established way of doing things. Often she could be described as dutiful, exacting, conscientious or compliant by her colleagues and supervisors. Working most efficiently with established systems and procedures, Ms. Sample is most suited to a job where abidance to rule, obedience and conformity are imperative.

Task Focus

Sample Item: “*Distractions do not usually prevent me from focusing on my tasks.*”

This scale measures the degree of self-discipline and organisation in an individual's work approach. High Task Focus is characterised by goal-setting and the ability to prioritise - a major advantage in the completion of complex tasks. The ability to concentrate on tasks and to effectively plan the approach to solving problems is also typical of high scores on this scale. Although planning in-depth strategies is imperative, execution and focusing attention on tasks to ensure completion is also important. Individuals who are highly task focused do not have difficulty maintaining focus on particular tasks even when they are uninteresting. Another aspect of this scale is an individual's strength of concentration, in which task focused individuals tend to display efficient behaviour and the ability to resist distractions.

Ms. Sample scores in the mid-range for the Task Focus scale, meaning she will be demonstrate sound work focus, but not necessarily continuously. While she is much less likely to become distracted or bored by tasks in which she has an interest, she risks loss of focus in situations where there are many distractions. Although Ms. Sample can be self-

disciplined, efficient and good at planning, she at times may divert her focus to tasks that 'come up' but had not been prioritised for that time period.

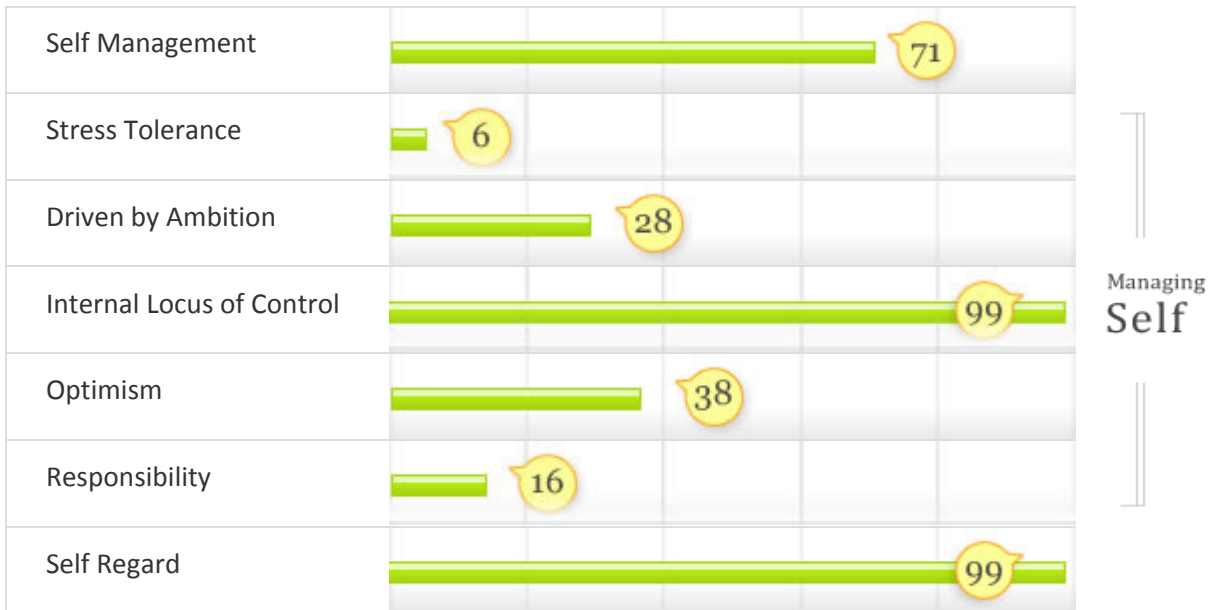
Tolerance for Ambiguity

Sample Item: *“I often enjoy working in an environment where there is a lot of uncertainty.”*

This scale measures an individual's tendency to make sense of ambiguous information by analysing and detecting patterns in the data. This scale is an evaluation of the tendency to find patterns in data that may initially appear disorganized or vague. Tolerance for Ambiguity also encompasses an individual's capacity to deal with incongruous or incomplete information, and to decipher how different aspects of problems are related to each other. It measures individual predisposition to opt for a particular optimal solution amongst diverse possibilities, as well as preference for relative level of objective or subjective input.

Ms. Sample scores in the low range on the Tolerance for Ambiguity scale. She may experience some difficulty visualizing connections between causes and effects. She may also tend to generate multiple solutions instead of focusing on a single answer when presented with ambiguous data. Rather than identifying the most apparent patterns in the data, she will attend to the diverse possibilities inherent in the information she is dealing with. She may have a more inflexible attitude towards vague problems or tasks than a high scorer. Low scoring individuals such as Ms. Sample tend to be better adapted to work environments or jobs that do not require them to adopt a 'big picture' approach to problem solving. She may be a less appropriate individual for job circumstances that depend upon her capability to recognize a singular key trend or tendency inherent in information, or where her responsibility entails recognition of more linear 'cause-and-effect' associations.

Managing Self



Self Management

Sample Item: “I would describe myself as 'self-disciplined'.”

This scale measures aspects of an individual's behaviour that are indicative of an ability to work in a productive, efficient, and goal-directed manner. These aspects include the self-belief required to be persistent in driving oneself towards success, as well as the ability to effectively organise and prioritise. The sense of responsibility an individual feels towards complying with company rules and following set procedures is also measured by this scale. Other aspects of this scale include an individual's level of self-discipline to set and remain on task, as well as their ability to see the 'big picture' and identify various paths towards task completion.

Ms. Sample scores within the average range on the Self Management scale, and will show most confidence in areas where she has a proven track record. She is able to work independently on tasks but may require some prompting or motivation at times, particularly in areas that hold little interest for her, or for which she has little experience. Ms. Sample is likely to engage in some degree of planning but may not make sufficient preparations when under time pressure. She may set goals but lack persistence in working towards them, or may prioritise inefficiently at times. Being an average scorer, Ms. Sample is no more or less dependable than most and is likely to be able to juggle working on many projects simultaneously. She is able to be flexible in work practices when required, and able to make well considered decisions in limited time frames.

Stress Tolerance

Sample Item: *“I become irritable under pressure.”*

This scale assesses an individual's unique reactivity to stressful work-related situations. It is most often associated with a tendency to remain calm, self-confident and composed within a workplace environment, as opposed to anxious, insecure and somewhat emotional. The scale measures tendency towards a range of stressful emotions one might experience during the course of their work, such as anger, anxiety, depression, self-consciousness, lack of control and feelings of vulnerability. These emotions are fundamental determinants of workplace adjustment, and allow psychologists to ascertain how well an individual is likely to cope with the numerous demands and pressures encountered within the context of their employment.

Ms. Sample scores in the low range on the Stress Tolerance scale, and is likely to worry excessively, become nervous easily and exhibit more emotional sensitivity to events that would not typically affect those scoring in the high range. She will likely be more easily affected by difficult circumstances, and this may consequently affect her performance at work. Ms. Sample may experience feelings of guilt and anxiety more than most people. She will likely be easily discouraged when work requirements become demanding and might also worry significantly about the way her work will be perceived or interpreted. Ms. Sample may become distressed at sudden changes in her environment and is thus typically not suited to dynamic, busy workplaces. Further, she is likely to experience panic, confusion or helplessness when confronted with daunting tasks, and may easily become discouraged when her work is overtly criticised. As such, she would be best suited to work involving regularity or constancy, which could ultimately provide protection from new problems or the stress of change.

Driven by Ambition

Sample Item: *“I have a strong desire to exceed expectations rather than just succeed.”*

This scale measures the extent to which an individual desires achievement and success in both workplace and personal contexts. The scale measures the extent of one's inner resources, individual desire for status and prestige in their work, individual tendency to evaluate oneself in comparison to others, and the extent to which one desires a healthy work-life balance. It also measures general levels of aspiration and willingness to work hard to achieve goals.

Ms. Sample scores in the low range on the Driven by Ambition scale, and is likely to exhibit little desire for advancement or success in an organisation. She is more likely to hold a preference for job security, reliability, and a healthy work-life balance. She is likely to be satisfied with completing allocated tasks in a satisfactory fashion rather than seeking out and completing novel tasks to standards that exceed expectations. Ms. Sample may, at times, show low levels of energy or motivation and may avoid competitive situations. However, her casual attitude may relax workplace tension and thus benefit her colleagues. It is unlikely that status or prestige will hold much motivational value for Ms. Sample. She is typically more suited to jobs that do not rely heavily on intrinsic motivation and drive to achieve.

Internal Locus of Control

Sample Item: *“It is I who is in control of my destiny, rather than fate or luck.”*

Locus of control is an important and well-documented personality trait that refers to individual differences in a generalized disposition of perceived control, and is known to be a stable predictor of job satisfaction as well as job performance. This scale measures the extent to which an individual attributes events in their life to internal factors, such as ability and hard work, rather than external factors such as luck or fate. This will often affect the desire to work towards achievements and to plan for long-term goals.

Ms. Sample scores highly on the Internal Locus of Control scale, and believes that what happens to her is the result of her own actions and attributes. She sees herself as an active agent who has the capacity to influence her environment, and is therefore motivated to use all of her abilities to gather and utilize information well in decision making. Individuals such as Ms. Sample will also be more persistent in the face of adversity due to confidence in their ability to control their environment. She is also likely to believe that her own actions and

attributes can influence successful outcomes to a great extent, even in stable environments where personal influence is usually limited.

Optimism

Sample Item: *“I find myself looking on the bright side of life.”*

This scale measures the tendency of an individual to have a positive outlook. It measures an individual's inclination to take a positive view of events or conditions, and also to anticipate the most positive outcome. People who are optimistic tend not to dwell on past misfortunes, and have the ability to remain positive even in the face of adversity. They tend to be confident and resilient in their ability to deal with difficulties. Optimists are positive about their present abilities and relationships, as well as their prospects for the future. Optimists maintain a view of the world as a positive place, believing most people to be inherently good. They are generally predisposed to take advantage of every opportunity that is made available to them.

Ms. Sample's score in the lower range on the Optimism scale indicates that she tends to have a more negative view of her situation, and often life in general. She is likely to be perceived by others as somewhat gloomy. Tending to be somewhat skeptical, she can have difficulty in maintaining a cheerful aspect when things go wrong. Having a tendency to see challenges as problems rather than opportunities, she may work less effectively when challenges arise as her outlook can lead to decreased problem-solving skills. Ms. Sample may also tend to view the world as a less positive, colder place, and may see people as having ulterior motives rather than having faith in the goodness of people.

Responsibility

Sample Item: *“People can rely on me to complete tasks on time.”*

This scale measures the extent to which an individual can be depended on to reliably meet deadlines, be punctual and see commitments through to completion. The scale also examines the level to which an individual feels responsible for, and accepts the consequences of, their actions in both social and work based environments. Other key factors assessed by this scale include integrity and honesty, which encompass an individual's willingness to recognize, accept and admit their mistakes.

Ms. Sample received a low score on the Responsibility scale, suggesting that she will generally prefer working in situations where she has little or no responsibility. She may feel uncomfortable in taking on extra tasks, as this would lead to an increase in responsibility. Ms.

Sample may be perceived as an individual that others in the workplace are unlikely to depend upon, as she can have difficulty in effectively meeting deadlines and opt not to commit to tasks that require any level of responsibility. She may also be frequently late for appointments and tend to delay on completing set tasks. Further, she may lack motivation and also feel little need to take responsibility and be accountable for her actions. Her tendency to avoid responsibility for her actions may lead Ms. Sample to suggest that others are to blame for her mistakes. She may be seen as an unreliable team-member.

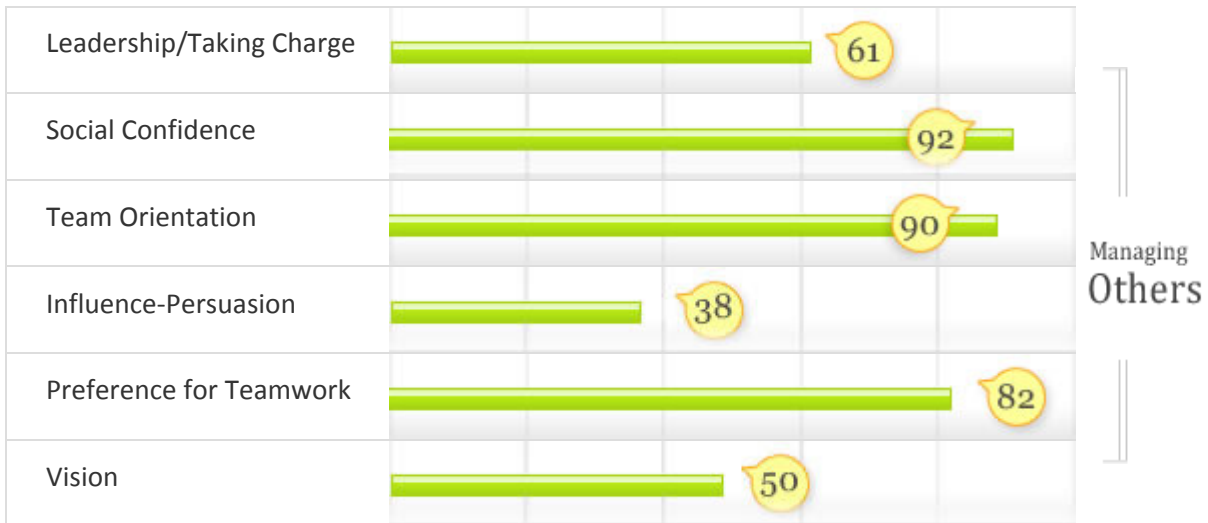
Self Regard

Sample Item: *“I am not easily intimidated by others.”*

This scale measures an individual's attitude toward, and confidence in, their own abilities. High self regard is characterised by belief in one's own ability to succeed, including realistic and achievable goal setting. Individuals with high self regard are not deterred by criticisms or what others may think of them. Such individuals will strive to work to the best of their abilities to achieve targets, and will be self-assured even when placed under pressure by colleagues or encountering other challenging problems. High self regard also encompasses a freedom from doubt in one's beliefs and a confidence in expressing these beliefs and ideas in front of colleagues and managers.

Ms. Sample scores highly on the Self-Regard scale, indicating that she has confidence in her opinions and abilities. She will therefore be comfortable and willing to express her opinion in any situation, and is particularly likely to become involved in group discussions. Ms. Sample has sufficient self-assurance to believe that she can resolve any problem that may arise, and she is confident of her ability to achieve and excel. Due to her high level of self-confidence, she is unlikely to be easily deterred by the views of others regarding the achievement of goals. Ms. Sample has a strong belief in her own skills and competencies. She will feel comfortable working in environments that require presentations to stakeholders. She will also be suited to challenging roles that will require her to develop and express opinions that will be subject to scrutiny.

Managing Others



Leadership/Taking Charge

Sample Item: “People would say that I am comfortable making decisions for the group.”

This scale measures the extent to which an individual is likely to take on a leadership role. A high scoring individual prefers to step into the role of a leader, and is confident in their ability to lead by example and take charge of a situation. They have a tendency to assume responsibility, take charge and coordinate when placed in a team setting. Such an individual is also able to clarify priorities and objectives, delegate tasks and encourage co-operation and teamwork. Taking charge also encompasses the ability to lead discussions and make decisions for the team, enabling tasks to be completed effectively and efficiently. Other aspects of high scores on this scale include acting as a representative and acting as an organiser.

Ms. Sample has obtained an average score on the Leadership/Taking Charge scale. She is less likely to voluntarily undertake leadership or supervisory responsibilities in the workplace than a high scorer. However, Ms. Sample is capable of fulfilling a leadership role when charged with the responsibility of managing the welfare, mentoring or coaching of others when conditions require. She may experience some discomfort or apprehension when the stress of decision making to realize shared objectives lies solely with her. She will not generally exert effort to evade leadership roles, but does not possess the same devotion, willingness or motivation as someone who scores highly on this scale.

Social Confidence

Sample Item: *“I look forward to social functions at work.”*

This scale measures the extent to which individuals are confident in social situations. Socially confident individuals are likely to be outgoing, positive, sociable and active, whereas individuals low in social confidence are likely to be shy or reserved in social interactions, and less overtly cheerful than their extraverted counterparts.

Ms. Sample scores highly on the Social Confidence scale, and will usually be positive, warm and friendly in both social and workplace interactions. She is likely to be energetic and talkative, and find pleasure in interacting with people. Socially confident individuals such as Ms. Sample find the company of others stimulating; enjoy openly sharing their feelings and opinions, and form effective relationships with a variety of people and personalities. Having a high score in Social Confidence, Ms. Sample is more suited to positions with large amounts of interpersonal interaction than positions where extensive solitude is necessary. Easily bored, her occasional risk-taking behaviour may be beneficial or problematic, depending on the work environment. Such extraverted personalities are most productive and effective when socially stimulated.

Team Orientation

Sample Item: *“I would rather collaborate with others than tell them what to do.”*

This scale indicates the manner in which an individual approaches workplace interactions with colleagues, and measures the degree to which individuals are friendly, cooperative, modest and accommodating in a team environment. It measures an individual's ability to express the skills needed to work productively within a team, as well as communicate with and support colleagues in a non-confrontational manner. It also identifies an individual tendency to foster team environments where the opinions, thoughts and ideas of others are genuinely considered and valued, even when these might be in sharp contrast to their own.

Ms. Sample scores highly on the Team Orientation scale, and should be trusting of others, and also perceived as trustworthy by colleagues and clients. She tends to take people at ‘face value’, assuming that people are generally well-intentioned and honest, and believes that the opinions of others are just as valid and worthwhile as her own. Being co-operative and sincere, Ms. Sample sees no need to manipulate others, and is most likely to find fulfillment in assisting them. She is likely to provide support and assistance to colleagues by

understanding issues raised and communicating openly, engaging frequently in helping behaviours directed at others, and enjoying a friendly, warm work environment. Her interest in understanding others means that she may refrain from challenging the ideas of others, particularly if these ideas are from an individual in a position of authority. Whilst high scores on Team Orientation indicate high co-operation with others, they may also indicate that an individual will struggle with challenging the ideas of others.

Influence-Persuasion

Sample Item: *“Others believe my opinion holds great weight.”*

This scale measures the extent to which an individual perceives their ability to influence others' opinions, actions or behaviour through argument, discussion or force of personality. These aspects include the ability to adapt their argument to fit the recipient, and also the tendency to drive discussions when interacting with others. It also measures the degree to which they perceive their ability to inspire and motivate others into action through encouragement.

Ms. Sample scores within the lower range on the Influence-Persuasion scale, and will tend to believe that her powers of persuasion are quite limited. Ms. Sample perceives herself to be comparatively less able to modify the perspectives or behaviour of others in the workplace. Others may perceive her as less influential than most. Ms. Sample may also have little confidence in her power to motivate others. Ms. Sample will tend to feel uncomfortable in situations where it is necessary for her to win others over to her opinion. Ms. Sample would be less suited to positions which involve compelling others to her point of view, such as managerial roles or sales positions.

Preference for Teamwork

Sample Item: *“Groups are usually more productive than individuals.”*

This scale measures the extent to which an individual prefers to work in a team, and how effective they believe group work is compared to individual work. It assesses the relative emphasis an individual places on team goals compared to individual goals, and whether they believe that teamwork is an effective and productive way of completing tasks. This scale also measures the extent to which an individual's motivation is more driven by group success or individual success. An appetite for collaboration versus an individualistic approach is also assessed. The Preference for Teamwork scale also measures an individual's tendency to communicate effectively and to listen actively within a team context.

Ms. Sample scores highly on the Preference for Teamwork scale, showing a strong desire to work in a group situation rather than by her. This is supported by her belief in the value of group achievement above and beyond individual achievement. Ms. Sample is likely to be highly flexible and cooperative within a team, enjoying the interaction and valuing the team goals above her own individual goals. Ms. Sample is likely to be more motivated by group success than individual success, and is most likely to find enjoyment in coordinating her efforts with others in a team.

Vision

Sample Item: *“I often think about possible problems that the organisation may face.”*

Vision refers to the ability to build a mental picture of the future and to be oriented toward this future. This scale measures the extent to which the individual considers the future in their thinking. This includes the tendency to anticipate potential problems and outcomes when undertaking tasks. An ability to develop strategies and to view tasks from long-term and varying perspectives helps in countering obstacles and anticipating problems. Such vision allows tasks to be completed more effectively and efficiently. The Vision scale also measures an individual's ability to improve methods or ideas to achieve greater efficiency. Other aspects of the scale include an individual's ability to visualise the various avenues available to finish a complex project, seeing the 'big picture', and considering how possible outcomes may affect the organisation as a whole.

Ms. Sample scores in the middle range on the Vision scale, and will vary in her use of planning and foresight. She is more likely to predict or anticipate future events and outcomes in areas where she has solid knowledge and expertise. This may not occur at all when there are time limitations or other pressures. Mentoring might build on her average capacity to

develop foresight in relation to organisational demands, as would linking current activities to future positioning of projects or the organisation.

General Information for Interpreting Report findings

Objective Information	This report provides objective information on the candidate's abilities.
Educated Decision Making	The candidate'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	Candidate's specific scores can be compared to a relevant Australian adult sample as a reference group or to a relevant sample from ones organisation.