



INDIVIDUAL ASSESSMENT REPORT - STRICTLY CONFIDENTIAL

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

Ms. Sam Sample

On Thursday, 16th July 2009

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 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 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 candidate's capabilities. We recommend supplementing it with other information obtained from other sources like interviews or other reports.

1. EXECUTIVE SUMMARY

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

The assessment results indicate the following potential strengths and development needs with regards to the role of a Sales Professional with ABC:

Strategic thinking

- Ms. Sample tends to be reasonably comfortable when she needs to address complex work-related problems in topics which she is familiar with.
- However, her fairly limited lateral thinking skills implies that she is likely to benefit from some time to effectively respond to new problems or complex requests.
- Moreover, she would also need longer to learn new skills or integrate new information with her existing knowledge.
- Similarly, she may take some time to grasp the 'bigger picture' on how clients' requests impact the overall system.

Relationship building

- Ms. Sample profiles as typically confident and outgoing when interacting with existing and new prospects. This is likely to assist her in building positive rapport and a good first impression with clients and advisors.
- She is likely to be fairly firm when stating her views and is prepared to express her opinion even if it might be unpopular or cause potential conflict.
- Her sensitivity to others' emotional state and ability to recognise other's preferences and intentions are likely to moderate the impact of her firm opinion.
- However, her forthright approach may sometimes mean that she has less regard for others' sensitivities, and she may sometimes speak her views in an overly blunt or confrontational manner.

Analysing and interpreting

- Ms. Sample has strong verbal analytical skills when she needs to quickly evaluate business documents and consider how this information relates to problems.

- Similarly, she tends to be typically open to new ideas and new methods for assessing information and solving problems.
- Nevertheless, she has lower numerical analytical skills, which will limit her ability to quickly evaluate financial information and make calculations when assessing a client's situation or when considering other problems.
- Moreover, her lower lateral thinking ability indicates that she will need longer to grasp unfamiliar concepts or relate new information to the bigger picture.

Business development

- Ms. Sample seems to have a confident approach when following up on leads or other business development opportunities, and she should be prepared to focus her efforts on achieving sales targets.
- Similarly, she is likely to plan her activities and show a proactive approach to maintaining contact with potential clients.
- Her relaxed and patience style will assist her to gain customer's trust when negotiating a successful close to a sale.
- Nevertheless, she appears to prefer sales situations where she can work from referrals or other leads rather than using cold calling.

Organising and execution

- Ms. Sample tends to be typically methodical and structured when planning her tasks and when managing her time to meet commitments.
- She is likely to be reasonably versatile when she needs to adapt to new demands or to switch her attention between multiple business targets.
- She should be comfortable when using ING systems and procedures to assist her to manage her workload and coordinate multiple tasks.
- She seems to be typically composed when she needs to achieve targets even when she is working under pressure.

Supporting and cooperating

- Ms. Sample appears to be reasonably outgoing and comfortable when making contact with advisers and support staff.

- She is likely to be prepared to state her views and seek commitment from others to assist her in delivering results.
- She tends to be typically organised when providing business information to stakeholders.
- However, she profiles as preferring working on her own rather than working collaboratively.
- Moreover, she may be less sensitive to others' needs and preferences when working in group settings.

Recommendation

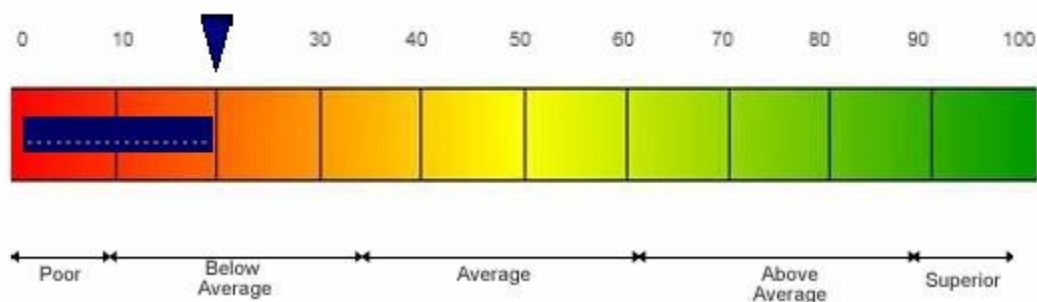
Ms. Sample appears to be comfortable when pursuing sales or other business targets, and she should show a reasonably structured approach to planning and delivering on her goals. She tends to be confident when expressing her views and addressing potential conflict, but she may be less sensitive when she is stating her opinion or criticising others. She has strong ability to interpret business documentation, but she may need longer to assess complex issues or learn new information and skills. She appears to be comfortable when interacting with clients and seeking to close a sale, but she may be less at ease with cold calling potential clients.

It is recommended that all above stated issues are reference checked before proceeding to appointment.

2. ABILITIES AND APTITUDES

Ability	Percentile Result	Norm Group
Abstract/Conceptual Reasoning	19th percentile (Attempted 50 of 50, Correct 13)	General Population
Verbal Reasoning	89th percentile (Attempted 32 of 32, Correct 23)	General Population
Numerical Reasoning	28th percentile (Attempted 16 of 32, Correct 12)	General Population
Emotional Reasoning	55th percentile	General Population

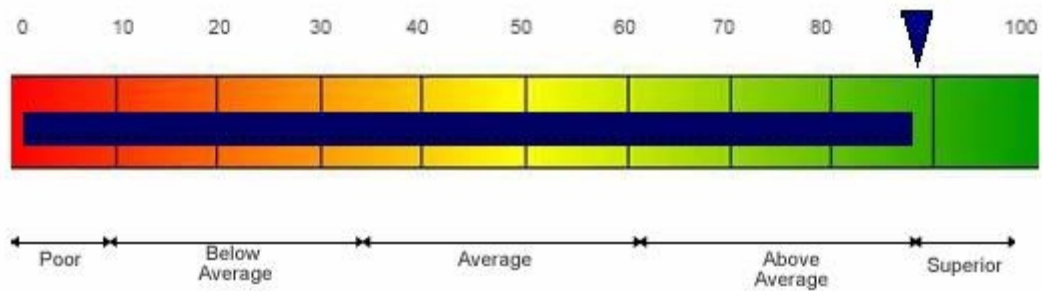
Abstract/Conceptual Reasoning: 19th Percentile



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.

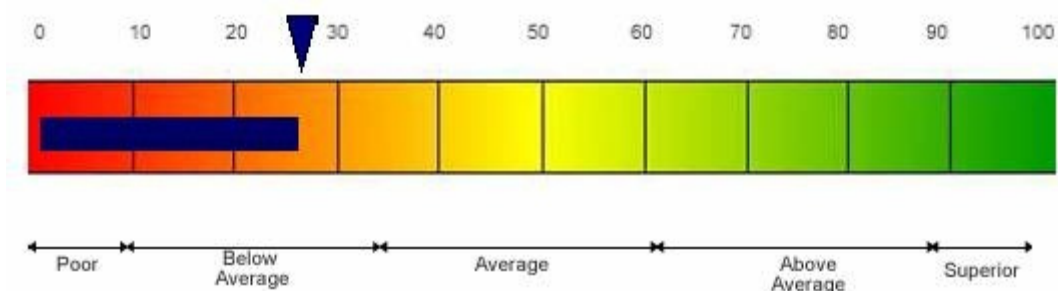
Verbal Reasoning: 89th Percentile



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 has placed her in the above average range compared to an Australian general population sample. The result suggests that she would be a competent communicator in both spoken and written forms. She will be able to effectively convey business-related ideas, concepts or instructions to work colleagues, managers and clients as well as quickly identify critical issues and logically draw accurate conclusions from written material such as organisational policies, meeting summaries, and work procedures. She will also be able to effectively produce written organisational documentation such as performance, production reports or any other organisational documents.

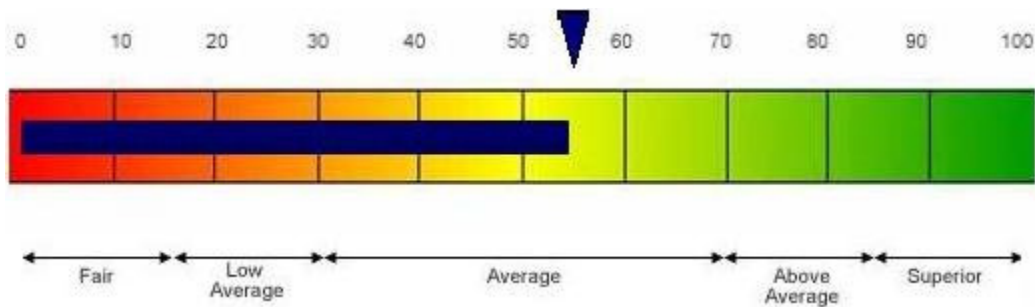
Numerical Reasoning: 28th Percentile



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 below average range compared to an Australian general population sample. The result suggests that she may experience some difficulty to identify critical issues from organisational information presented in numerical form such as tables and graphs. She may also experience difficulty to conduct basic numerical calculations, when compared to the normative group. For roles in which her numerical reasoning capability is critical, she should be encouraged to work on the development of this skill.

Emotional Reasoning: 55th 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.

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

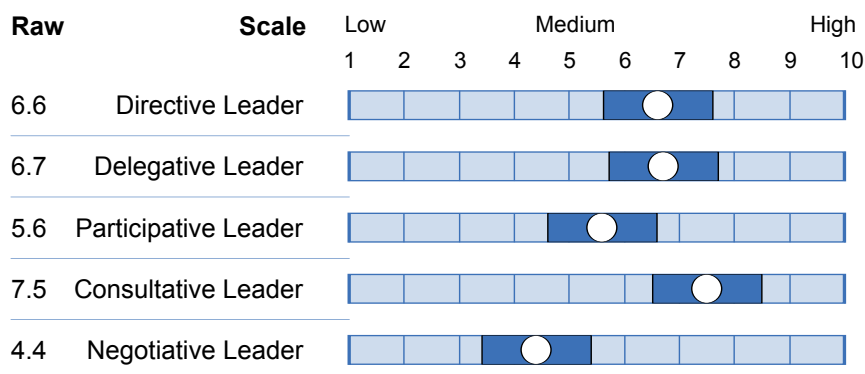
3. BEHAVIOUR STYLE PROFILE

Validity Scales

Ms. Sample's response style would suggest that she may have been relatively concerned to present herself in a falsely positive light. That is, she may have intentionally (or otherwise) selected answers that project an image that is considered to be favourable given the context in which the questionnaire was completed. Furthermore, the relatively high number of non-committal answers would suggest that she may have been somewhat reluctant to be totally open and candid about herself. Alternatively, but less likely, she may be genuinely moderate with very few strong views about most matters. 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 Ms. 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 her 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: CONSULTATIVE LEADER

The Consultative Leadership Style combines elements of both democratic and directive leadership orientations. They value group discussion and tend to encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature, Consultative Leaders typically make the final decision as to which of the varying proposals should be accepted. Hence, the effectiveness of this leadership style will be dependent upon the individual's ability to weigh the advantages and disadvantages of each of

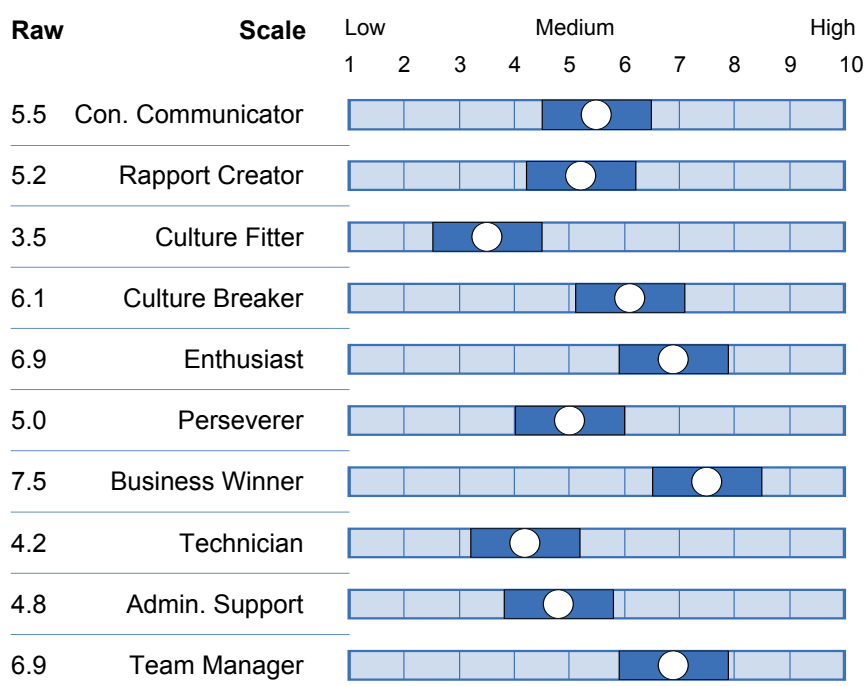
the varying ideas produced by the members of the group and their capacity to encourage them to accept a final decision that may not necessarily be that favoured by the majority.

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 Ms. 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 her 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 her 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.

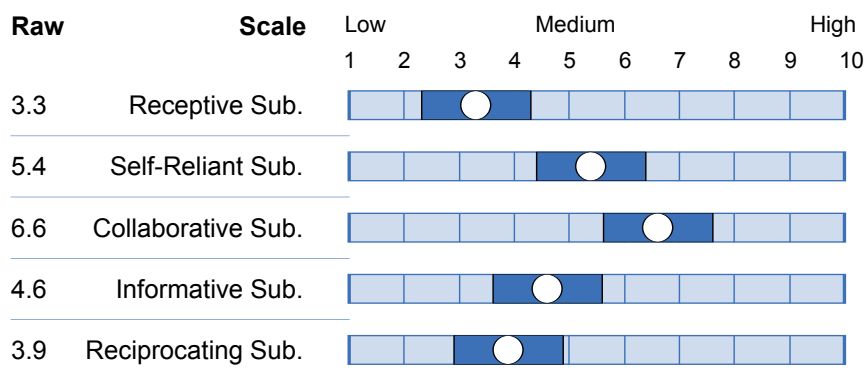
SECONDARY INFLUENCING STYLE: TEAM MANAGER

The Team Manager's main objective is to motivate the individual members of the team. Typically they will have a good track record when it comes to selling or influencing and they draw upon

their experience in order to optimise the performance of the team. This will typically be achieved through the effective delegation of activities to other members of the team, and by using appropriate rewards to maintain the morale and enthusiasm of each of the individual team members.

Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Ms. 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 she 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: COLLABORATIVE SUBORDINATE

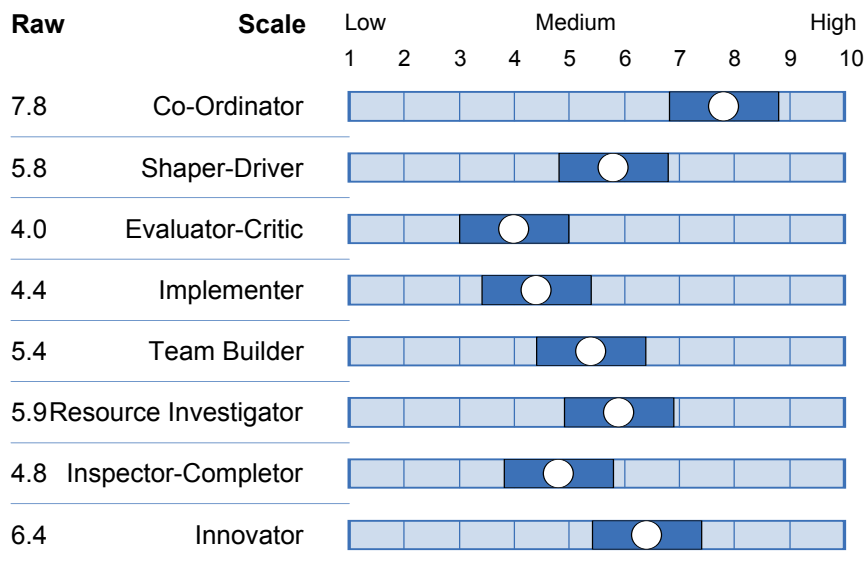
Collaborative Subordinates believe that the problem-solving power of the team is more than that of the individual members included within that team: their primary concern is that the team as a whole achieves its objective. Collaborative subordinates relish group discussions and will typically propose 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.

SECONDARY SUBORDINATE STYLE: SELF-RELIANT SUBORDINATE

Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented and irritable. It would therefore be inappropriate to pair them with a manager with a directive style as this will invariably result in a mismatch of approaches.

Team Roles

The Team Roles describe how Ms. Sample is likely to interact with her colleagues in a team situation. The specific ways in which she will express her preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of her intellectual approach to problems and the quality of her decisions. The scores below indicate her 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 her predominant and secondary team styles is provided.



TEAM ROLE COMBINATION - INNOVATOR/CO-ORDINATOR

Ms. Sample appears to have the rare combination of creativity with the social ability to co-ordinate a group towards a common objective. Although highly imaginative and intellectually minded herself, she values and can build on the contributions of all in a group without the need for self-acclaim. When working on a problem with a team, she should be able to assert her own opinions, whilst allowing others to have their say as well. If the group gets stuck, her talent will be in presenting options for action which she will work to get others to endorse. At times, however, she may get caught up in her own ideas and forget to solicit group opinion, but she probably has the wisdom to know the importance of having the group behind her before proceeding on a course of action. Her drive for results will be shown by her readiness to take responsibility and by not shrinking from difficult tasks or decisions when there is a need. To some extent, she might find it difficult to balance her imaginative side, which calls for freedom to experiment, with her managerial side, which displays itself as calm, controlled effort in drawing together the talents in a group on a project. She may need to allow herself some solitary time so she can break loose of her concern for duty and objectives in order to realise some creative potential. Given the right

circumstances, she could serve in two valuable roles, as an individual contributor of ideas and a team member who skilfully utilises group abilities.

Interpersonal and Relationships Building Styles

Ms. Sample will tend to communicate without having a requirement for excessive interpersonal contact with advisors and customers. She is likely to be as happy occupied with individual tasks as with dealing with people, but will not be hesitant about coming forward in work and social situations, even if this places her at the centre of attention. Expressing moderate levels of kindness, she is likely to be seen as relatively supportive of stakeholders and customers. No more or less sympathetic and understanding than most, she will be able to maintain a degree of distance from them when necessary.

Ms. Sample tends to be spontaneous, enthusiastic and quite optimistic in her approach to work challenges. Fun loving, she will enjoy animated lively work activities. Spontaneity quite appeals to her. However, only with encouragement and support would she be tempted into taking rash action. In a group situation, she has a sufficient level of confidence to relate to most people. While she is likely to be as confident as most in group situations, she may feel a little uncomfortable if she suddenly becomes the centre of attention at a large work or social gathering.

Ms. Sample is a relatively self-reliant individual who generally prefers to work on her own. Not having a great need for group contact or support, she will avoid unnecessary interactions which she regards as distractions. Somewhat questioning in nature and inclined to meet conflict head-on, people may see her as being sceptical and cynical. However, this is more a reflection of her social persona than of her true feelings. Being very competitive, she will quickly rise to any challenge and is likely to express her often strongly-held views in a highly confrontative manner. Showing little concern for others' feelings and needs, stakeholders and staff may take time to enjoy working with her.

As adaptable and accommodating as the norm, Ms. Sample's initial approach is to give people the benefit of the doubt. If she feels that her trust is being abused, her tolerance may rapidly turn to scepticism. In her interactions she is inclined to be very self-assertive, forceful and controlling, with a desire to have her own way. Wilful and potentially aggressive she is very inclined to give vent to noticeably strong opinions and may tend to be domineering.

Forthright, genuine and relatively outspoken, Ms. Sample will express herself without fully considering the impact it will have on those around her. Her uncalculated directness may ruffle a few feathers.

Thinking and Decision-making Styles

Ms. 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 her approach, she is nonetheless likely to be as receptive to experiences and emotions as most. As receptive as most to new ideas, she will not reject established, conventional methods out of hand. Neither constantly seeking innovation, nor resistant to change, she tends to take the middle ground between established and radical methods in problem solving.

Fundamentally, Ms. Sample is quite creatively sensitive and soft-hearted and consequently may lack a tough, hard-headed, practical approach. As attentive as most people to practical realities, she will not be unduly dismissive of abstract, theoretical concepts. She will tend to balance a focus on the here and now with openness to possibilities and ideas.

Having below average levels of self-control, Ms. Sample's behaviour and attitudes are more a function of her own personal belief system than social norms and expectations. Free-thinking and quite spontaneous, she may be somewhat dismissive of authority. Not having particularly high levels of self-discipline or self-control, she is not likely to be overly concerned about her social standing. She may prefer to relate casually to others rather than strictly observe formality and social etiquette. A person's status, position or authority is unlikely to carry much weight with her - she will tend to view stakeholders and staff on their merits. However, being diplomatic and aware of the impact she may have on others, these attitudes may not always be evident. She may not relate at all well to group undertakings which discourage individualism.

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

Coping with Pressure and Stress

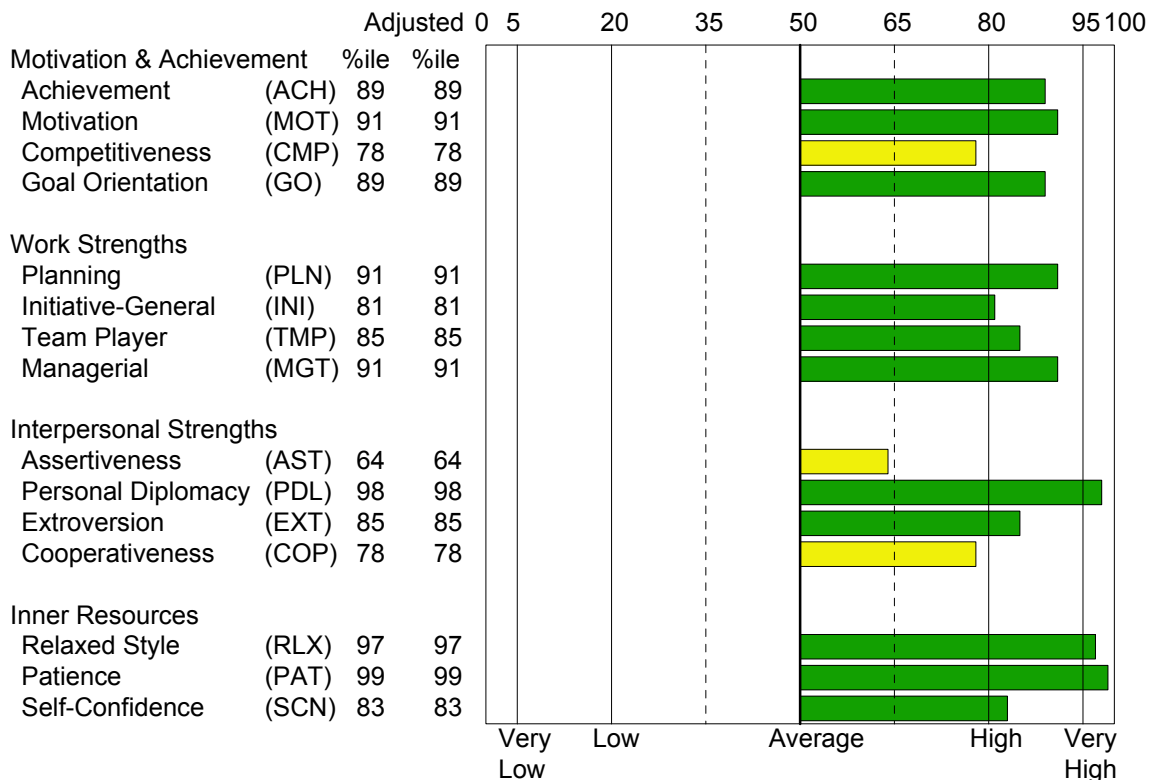
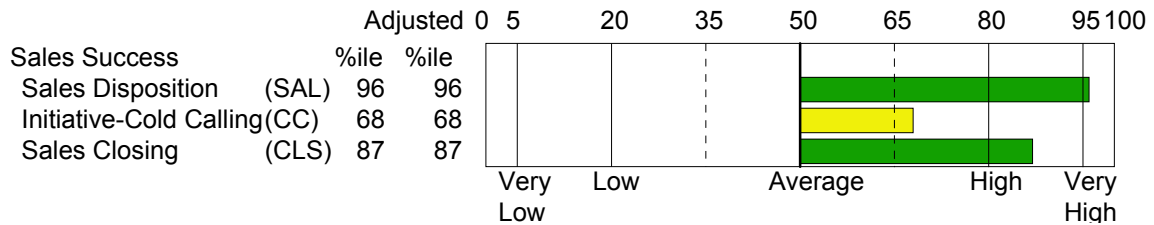
Ms. Sample is currently experiencing average levels of stress. Not unduly prone to mood swings, she should have sufficient inner resources to cope with life's demands. However, she may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional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

Being as secure and self-assured as most, Ms. Sample will not normally be unduly burdened by feelings of low self-esteem or insecurity. Her tendency to be relatively free of guilt feelings, coupled with her willingness to accept some personal responsibility for failure, would suggest that she is unlikely to rush into shifting the blame onto others or the situation when things go wrong.

As relaxed and composed as most, she is not usually troubled by feelings of irritability and tension. Like most people, however, she may become a little restless or tense when under pressure but this should not cause her undue problems as she is likely to be able to relax without too much difficulty. Whilst minor irritations should not generally upset her, if her goals are repeatedly hindered she may become impatient or annoyed.

4. SALES SELECTION PROFILE

Ms. Sample's basic sales strengths include a strong sales disposition, the ability to close sales, and persistence in completing tasks. She may however find it somewhat difficult to make cold calls. More detailed information is provided in the body of this section.



Validity and Response Style

The Validity and Response Style scales represent the individual's level of attention to the meaning of sales statements (Inconsistent Responding) and tendency toward positive (Self-Enhancing) or negative (Self-Critical) self-presentation.

The Inconsistent Responding (INC) score of 2 indicates that Ms. Sample paid appropriate attention to the meaning of sales statements when giving responses, and is not likely to have responded carelessly or in a completely random fashion.

Ms. Sample obtained a Self-Enhancing score (ENH) in the 81st percentile. This indicates a style of self-presentation that is as positive as that of most people. Others are likely to describe Ms. Sample's self-regard as positive. In addition, the Self-Critical (CRT) score in the 42nd percentile suggests that she does not emphasize negative characteristics or make self-critical statements any more or less than do most others.

Sales Related Characteristics

Sales Disposition. The Sales Disposition score (SAL) indicates the degree to which an individual's sales results are similar to those observed for people who are successful in sales careers. This SAL score in the 96th percentile suggests that Ms. Sample's responses are very similar to those of strong sales performers. The obtained Relaxed Style score in the 97th percentile suggests that she is likely to be especially effective in handling stress in sales situations. The Self-Confidence score in the 83rd percentile is typical of a person who will project self-confidence in a sales situation.

Cold Calling. The Initiative-Cold Calling (CC) score summarises an individual's responses to statements from the Initiative-General scale that reflect characteristics necessary for success in cold calling activities. The obtained CC score in the 68th percentile for Ms. Sample suggests that she may have the potential to be consistently effective in making cold calls. Her effectiveness in this area may be enhanced by proper supervision and encouragement to make a consistent effort. She is likely to prefer sales situations such as inside sales where the prospective customer comes to or is referred to the salesperson.

Sales Closing. The Sales Closing (CLS) score indicates the degree to which an individual's results are similar to those observed for people who are successful in closing sales. The CLS score in the 87th percentile for Ms. Sample suggests that she is likely to effectively and consistently close sales. The SCN score in the 83rd percentile suggests that her confidence and self-assurance will help her to be effective in this aspect of sales.

Customer Service/Inside Sales. Individuals with this profile will be more diplomatic than most people, which can be a real asset in a customer service or inside sales role. Ms. Sample is likely to be more patient than most people, which can be of great value in such settings. She is likely to be relaxed in most customer service and inside sales situations. She is likely to prefer sales situations such as inside sales where the customer or client comes to or is referred to the sales person.

Additional consideration of the Sales Success characteristics reflected by Ms. Sample's responses is provided in the following detailed interpretation of the general sales scale scores.

Motivation and Achievement Characteristics

The Motivation and Achievement scales describe a person's orientation toward achievement and inner drive to achieve.

The Achievement (ACH) scale score reflects an individual's ability to follow through and complete tasks and to achieve specific goals. It is also related to the amount of interest that a person has in intellectual or conceptual work. The ACH score in the 89th percentile for Ms. Sample indicates she consistently achieves and follows through. She is likely to perform at an above average level at work or in a career, and has an above average level of attention or energy available for intellectual reasoning or conceptual work. Her strong ability to follow through and complete tasks is likely to be seen in all areas, including sales. She is likely to achieve at a high level in academic activities. The ability to perform and follow through is likely to be apparent at work or in her career history.

The Motivation (MOT) scale score is intended to represent a person's inner drive, commitment to achieve, and the strength of inner emotions, needs, and values. This MOT score in the 91st percentile indicates a person whose motivation or inner drive is relatively high for certain personally important goals and not for others.

The Competitiveness (CMP) score is closely related to all aspects of sales performance. It reflects the need to win, to perform better than others, or to surpass standards of achievement or performance. Ms. Sample's CMP score in the 78th percentile suggests that she is likely to value competitiveness, but only in areas that are particularly important to her. She may give a high priority to competitiveness in some sales situations and not in others.

The Goal Orientation (GO) scale describes the extent to which an individual sees himself or herself as having clear goals and objectives. Ms. Sample's GO score in the 89th percentile indicates that she consistently has clear goals and objectives. She is likely to focus attention on goals and objectives in all areas, including sales, to a greater degree than do most people.

Work Strengths

The Work Strengths scales describe actual work habits and attitudes towards working alone and with others.

The Planning (PLN) scale score reflects a person's tendency to use time-management, scheduling, and organizing and planning strategies to achieve goals. The PLN score in the 91st percentile suggests that Ms. Sample is likely to use efficient and effective skills such as time management, planning, and perseverance and to give consistent attention to details, plans, and strategies for achievement. She is likely to focus on organization and planning in sales as well as other areas.

The Initiative-General (INI) scale indicates a person's level of comfort in taking independent action. The INI score in the 81st percentile suggests that Ms. Sample is likely to display a high level of initiative and is willing to be a self-starter in sales as well as other areas.

The Team Player (TMP) scale score relates to a person's level of comfort in working together as part of a team or interdependent work group. This TMP score in the 85th percentile suggests Ms. Sample is likely to work very well with others.

The Managerial (MGT) score represents the degree to which a person's work strengths combine with achievement, motivation, interpersonal strengths, and inner resources in a pattern similar to that of individuals in managerial and supervisory roles. Ms. Sample's MGT score in the 91st percentile suggests that her general characteristics are similar to those for individuals in sales management or supervisory roles. She is likely to be comfortable delegating authority and to be able to consistently inspire and motivate others. She is likely to be seen as having good overall management potential.

Interpersonal Strengths

The Interpersonal Strengths scales describe ways in which a person is likely to engage in interactions with others in the work environment.

The Assertiveness (AST) scale score provides a gauge of an individual's directness in expressing himself or herself and in dealing with others. Ms. Sample's AST score in the 64th percentile indicates an individual who is moderately assertive. She may be assertive in some situations and not in others.

The Personal Diplomacy (PDL) scale score reflects a person's tendency to use tact and diplomacy in dealing with others and to display sensitivity to the feelings and ideas of others. For Ms. Sample, the PDL score in the 98th percentile suggests that she is generally very diplomatic, tactful, and highly aware of the reactions of others.

The Extroversion (EXT) scale score indicates the degree to which a person sees himself or herself as socially outgoing. For Ms. Sample, the EXT score in the 85th percentile indicates a person who is likely to see herself as extroverted. She is likely to be seen as more outgoing than most in business, sales, or social situations.

The Cooperativeness (COP) score indicates a person's level of comfort in working closely with others and in taking the lead from others. A low COP score does not necessarily indicate uncooperativeness, but may indicate independence or aggressiveness in dealing with others. This may be an asset in some sales situations. This COP score in the 78th percentile suggests that Ms. Sample is likely to be cooperative. She is likely to consistently display an effective balance between aggressively pursuing her own priorities and adapting to others in a sales situation. She is likely to use an optimal level of aggressiveness when working with others.

Inner Resources

The Inner Resources scales describe the kind of work-related inner resources that a person brings to the work environment.

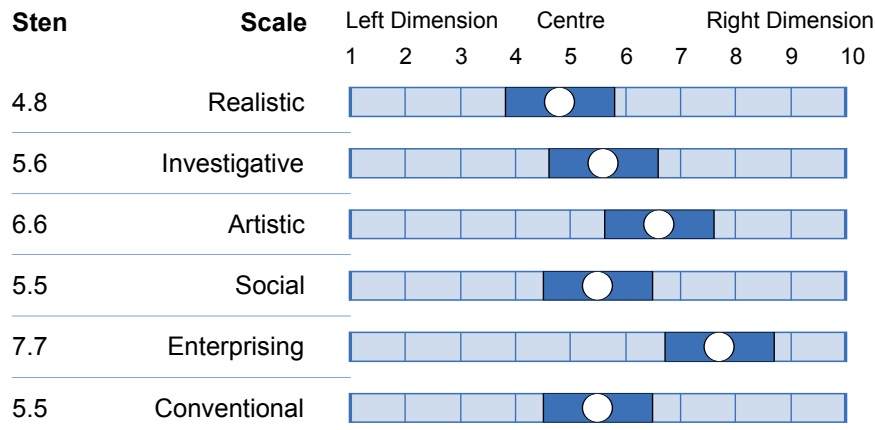
The Relaxed Style (RLX) scale score describes the ability to remain free of tension and unworried in the face of stress. This RLX score in the 97th percentile describes a person who is generally relaxed.

The Patience (PAT) scale indicates a person's ability to effectively cope with frustration encountered in completing tasks or in conflict-laden situations. Ms. Sample's PAT score in the 99th percentile suggests that she is more patient than most. This strength will help her to pursue difficult or time-consuming sales opportunities.

The Self-Confidence (SCN) score is an indicator of the level of confidence and self-assurance an individual brings to his or her work. The SCN score in the 83rd percentile suggests Ms. Sample is, in general, self-confident and self-assured.

5. CAREER INTERESTS

Career-Themes are based on the work of Holland. These provide a match between Ms. 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.

The following interview questions may assist with further clarification of the issues raised above

Conceptual Reasoning

- Describe a situation where you felt as though you lacked experience and you had to decide between several alternatives. How did you make a decision on one alternative? What were the outcomes from this decision?
Look for ability to operate in an ambiguous situation.
- Describe a situation where you were asked to perform a new task you felt inexperienced in. How did you approach the task? What were the outcomes?
Look for ability to operate within a new and unfamiliar environment.

Verbal Reasoning

- What experience do you have in the evaluation of complex written instructions or verbal information? What was involved? How comprehensive do you believe your conclusions were?
Look for ability to write and communicate in English, the ability to understand written instructions and the ability to convey information in a clear and understandable format such as to individuals and groups. Probe for and evaluate evidence that their communications are easily understood.
- Can you tell me about a task on which you were involved where you had to produce a written outcome? What was involved? How did you feel about addressing this? What was the end result?
Look for ability to communicate and express complicated concepts in written English.
- Can you give me an example of a situation that you were required to communicate instructions or concepts to others? What were the circumstances? How did you respond? What was the end result?
Look for ability to convey information in a clear and understandable format such as presentations to individuals and groups.

Numerical Reasoning

- How would you describe your numerical analysis skills? What is a task on which you have been involved that required you to evaluate or interpret numerical information and to make a decision based on your conclusions?
Look for ability to understand and use of numbers as a reasoning tool.
- Tell me about a time when you had to complete a task which required you to analyse or interpret statistical or other numerical information? What aspects did you find

challenging? Did you seek coaching or other assistance in order to complete the task?
What was the outcome of this task?
Look for capability in basic quantitative or statistical analysis.

Developing Partnerships & Relationships

- Can you tell me about a situation where you had to implement a strategy or practice that could strain internal or external relationships? What were the circumstances? How did you approach this task? What was the outcome?
Look for: The candidate's ability to take into account short and long term implications of activities, manage multiple relationships and personal agendas.
- Can you think about a situation where you had to manage aggressive colleagues or customers? What was the situation? How did you manage the stakeholder/s? What was the outcome?
Look for: The candidate's ability to listen to others, resolve conflicts and be sensitive to other's needs and concerns.
- Tell me about a time when a colleague strongly disagreed with your views, ideas, or way of working? What was the situation? How did you approach the issue? What was the outcome?
Look for: The candidate should be able to improve relations with people even in cases where it is difficult to reach an agreement about certain issues.

Achievement Focus

- Tell me about the most challenging assignment you have ever been given. What made it challenging? What were the expectations and how were those expectations set? Specifically, what steps or actions did you take? What obstacles or setbacks did you encounter along the way? What did you do? What did you have to compromise (if anything) to achieve success?
Look for: The candidate's persistence to achieve goals despite obstacles and willingness to overcome challenges.
- Describe a recent situation when you went beyond the requirements of a task to accomplish a goal or objective. What was the situation? How did you know you had to put in extra effort? Specifically, what steps or actions did you take? What obstacles did you encounter?
Look for: The candidate's ability to overcome challenges, to think through a problem and work constructively towards achieving a solution within organisational or time constraints.
- Can you think about a situation at work where you had been very stressful. What were the circumstances, how did manage the stress? What was the outcome?

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.
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