



**INDIVIDUAL ASSESSMENT REPORT - STRICTLY CONFIDENTIAL**

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

## **Mr. Grant Sample**

On Thursday, 19th February 2009

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 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

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The following report has been based on a series of scientifically validated profiles, each providing elements of insight or understanding into Mr. Sample's work behaviour style. Each profile is intended to provide you with a point of reference from which you can objectively assess his 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 a graduate role at AAA Pty Ltd:

## **Collaborating with others**

- Mr. Sample profiles as someone who is typically comfortable when working collaboratively with others or performing individual tasks.
- He tends to be more reserved when first meeting people. This means that he is likely to be initially perceived as somewhat quiet or overly serious-minded.
- Nonetheless, he is likely to be fairly friendly and cooperative when interacting with people he knows.
- He is likely to be reasonably sensitive to others' needs, and he seems to be comfortable sharing resources and equipment with others.
- He profiles as generally comfortable when receiving assistance from others, although he may sometimes be more inclined to rely on his own efforts rather than actively seeking assistance.

## **Drive to improve skills and knowledge**

- Mr. Sample profiles as open to new ideas and processes, and he should be comfortable when he needs to develop his skills or learn new techniques and methods.
- Similarly, he seems to be fairly at ease in situations where he needs to work outside of his 'comfort zone' or work in unfamiliar situations, such as when learning how to use new instrumentation.
- In addition, his drive to achieve tangible targets is likely to motivate him to acquire new knowledge which will assist him to deliver on outcomes.
- His sound analytical skills indicate that he is capable of identifying critical issues and sieving through extensive amount of information in a fairly efficient manner.

## **Task and self management**

- Mr. Sample profiles as someone who is capable of performing tasks in a methodical and structured manner, and he should be comfortable when he needs to plan his tasks and organise his activities to optimise his use of time and resources.
- Similarly, his somewhat diligent outlook means that he is prepared to follow-through on his activities and adopt a logical and systematic approach to analysing tasks and situations.
- He has sound verbal analytical skills, which will assist him when he needs to understand and follow documentation regarding test methods.
- Moreover, his sound written verbal skills and fairly analytical outlook will enable him to document workings in a logical and comprehensive manner.
- He seems to have a generally calm and composed outlook when he needs to deliver results and complete his tasks, even when placed under pressure.
- Nonetheless, he may sometimes be inclined to dwell on past mistakes and this may sometimes limit his self-confidence when he needs to approach more challenging targets.

## **Analytical problem solving**

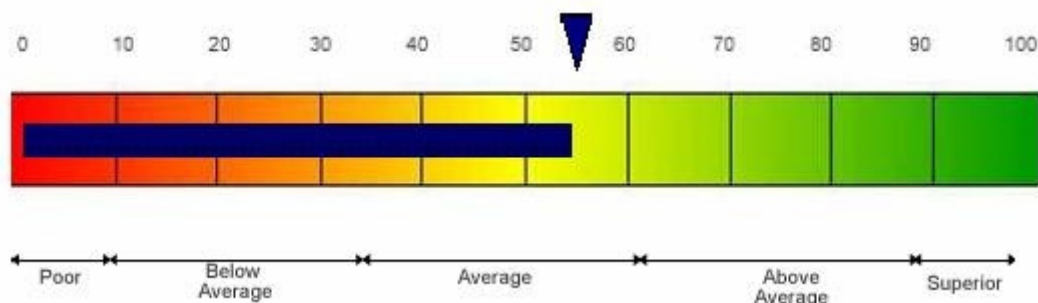
- Mr. Sample has sound lateral thinking skills, which should assist him to fairly quickly analyse complex issues or respond to unfamiliar work-situations and problems.
- Similarly, he should show sound learning capacity when he needs to quickly acquire new skills or integrate new information to solve work-related problems.
- He appears to be typically comfortable when focusing on tangible facts and he should be prepared to focus on objective data and reliable information when he is analysing issues and making recommendations.
- Moreover, he has strong numerical analytical skills, which will enable him to quickly and logically evaluate, interpret and conclude based on a wide range of quantitative data and other numerical sources of information.

Some interview questions are suggested in the last section of this report.

## 2. ABILITIES AND APTITUDES

Ability	Percentile Result	Norm Group
Abstract/Conceptual Reasoning	55th percentile (Attempted 60 of 60, Correct 33)	Mid-level Managers and Graduates
Verbal Reasoning	52nd percentile (Attempted 40 of 40, Correct 25)	Mid-level Managers and Graduates
Numerical Reasoning	88th percentile (Attempted 36 of 36, Correct 25)	Mid-level Managers and Graduates

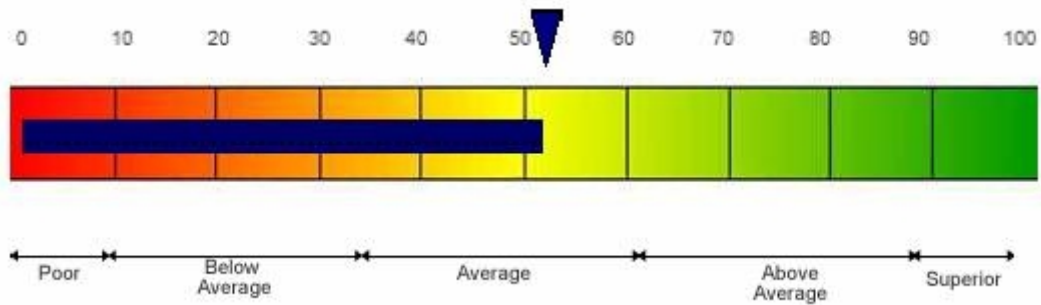
### Abstract/Conceptual Reasoning: 55th Percentile



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

Mr. Sample's performance on the test of Conceptual Reasoning has placed him in the average range compared to an Australian mid-level manager and graduate sample. This result suggests that he has sound lateral thinking skills and the ability to grasp complex, abstract concepts which support his ability to solve problems and think in a strategic manner. He has a flexible and strategic thinking style, particularly when dealing with information with which he is familiar. He would also efficiently acquire new knowledge and apply it to solve the day to day problems. However, when required to quickly pick up new complex information and apply to solve problems outside his areas of expertise or address strategic issues, he may benefit from extra time and support in order to grasp the 'big picture'.

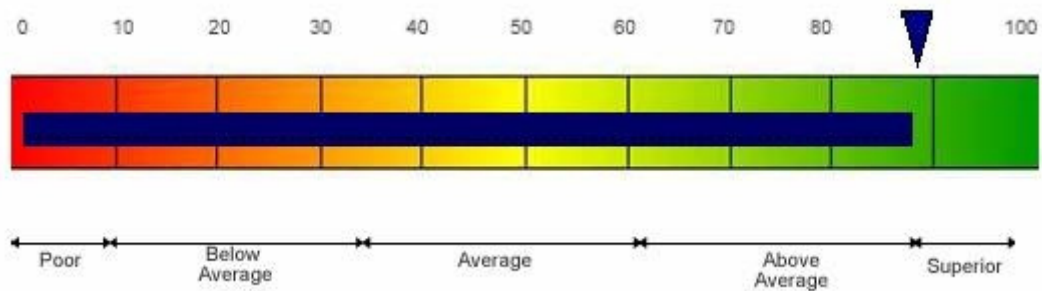
## Verbal Reasoning: 52nd Percentile



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

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

## Numerical Reasoning: 88th Percentile



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

Mr. Sample' performance on the measure of Numerical Reasoning has placed him in the above average range compared to an Australian mid-level manager and graduate sample. This result reflects high analytical ability that would enable him to perform computations and calculations, quickly identify critical issues and logically draw accurate conclusions from numerical information such as company reports, market analysis, and competitors' performance. He should produce effective numerical reports based on familiar formulas and be comfortable performing tasks that include evaluating financial, statistical or other numerical information.

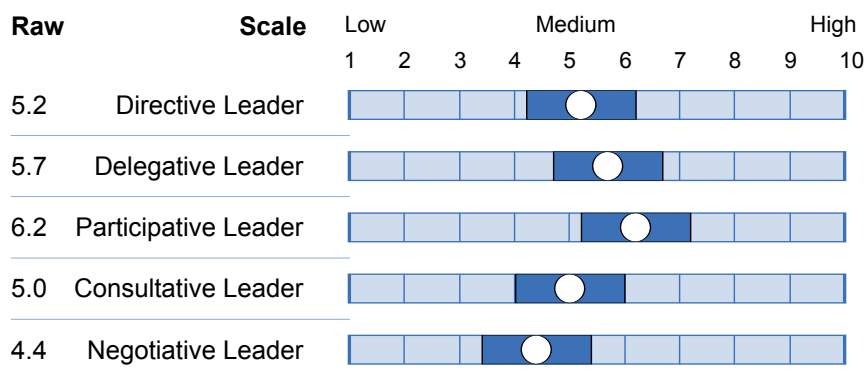
### 3. BEHAVIOURAL STYLE PROFILE

#### Validity Scales

Mr. Sample' 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. The number of central response answers selected was above average but acceptable suggesting that he may have been slightly non-committal, this remains within acceptable limits. Please note that response style indicators should be treated with some degree of caution and any suggestions made should always be corroborated during feedback.

#### Leadership Styles

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



#### Primary leadership style: participative leader

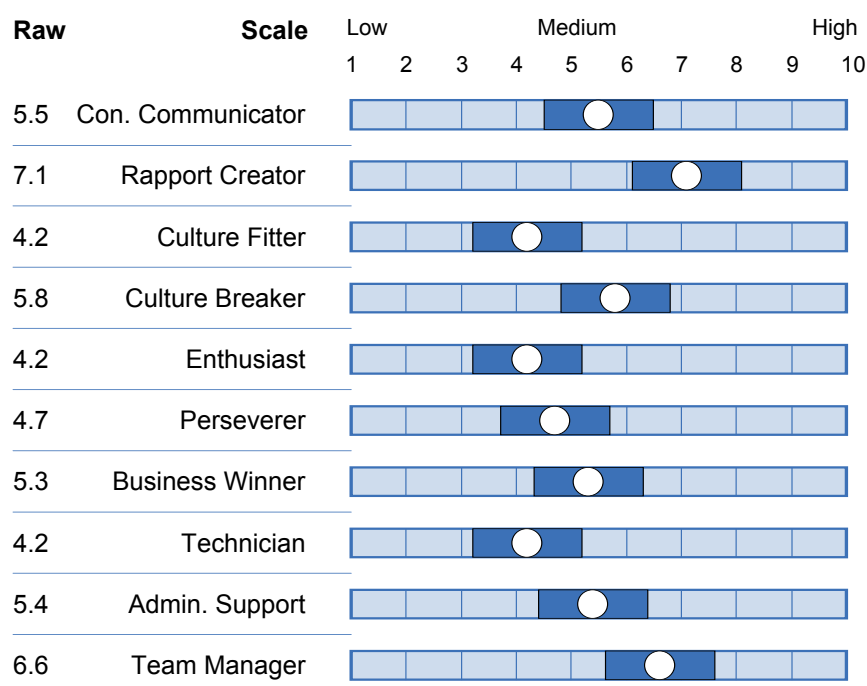
Participative leaders are primarily concerned with getting the best out of a team as a whole. Hence, they encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They are unlikely to impress their own wishes and opinions onto the other members of the group but see their role as an overseer of the democratic process. This will involve ensuring each member of the group is given the opportunity to express their opinion and that no one member imposes a disproportionate influence on group decisions.

### **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: rapport creator

Rapport Creators are usually capable of building warm, friendly relationships with people in order to promote their ideas, services and products. They tend to be outgoing individuals who are genuinely concerned about addressing their clients' specific needs and requirements. They apply their ability to create feelings of goodwill and trust to generate an atmosphere in which their audience feels confident that they are getting the best advice available and are therefore more likely to "buy-in" to whatever it is that the Rapport Creator has on offer.

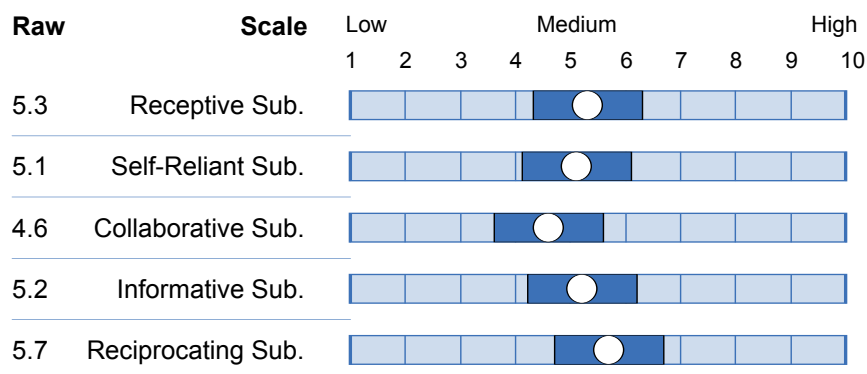
### Secondary influencing style: team manager

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 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

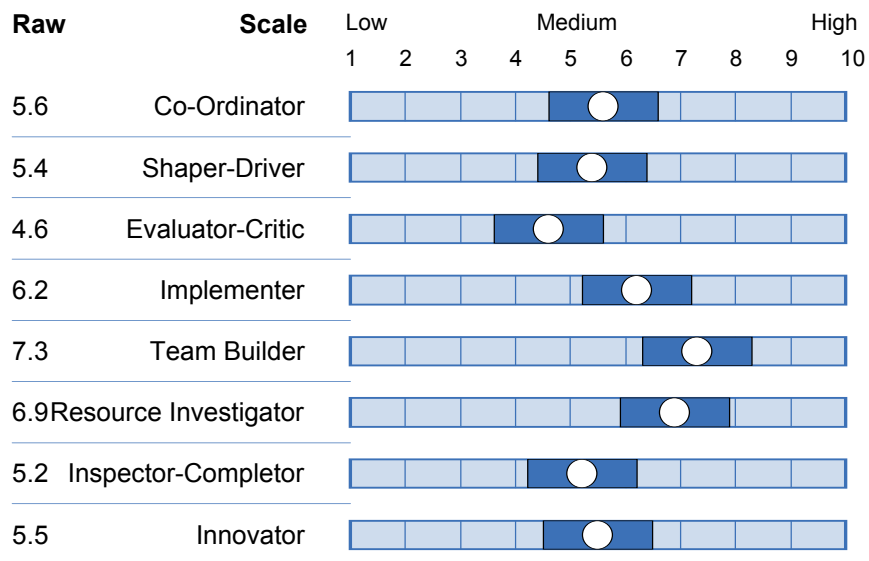
Reciprocating Subordinates tend to be individuals with an emotionally mature outlook, who rarely become upset by criticism or setbacks. As such they generally feel comfortable about promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they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

### Secondary subordinate style: receptive subordinate

Receptive Subordinates are typically accommodating individuals who are eager to complete the work that is assigned to them in accordance with pre-specified procedures. In this mode, Mr. Sample' colleagues will see a more traditional and conventional side to his nature. Quite possibly this means that he will leave the generation of innovative ideas to other members of their team. As a result, the Receptive Subordinate will take the stance that his role is to execute the ideas of others to the best of their ability.

## 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 - team builder/resource investigator

Mr. Sample is an outgoing, enthusiastic person who likes to be with people and draw the best out of them. He will enjoy talking about ideas and should prove to be a good listener and responder to others. Hence, he is likely to make people feel he is very interested in their contribution to a project and supportive of their efforts. In turn, he will be motivated to solicit others' support and approval of what he is doing. As a team member, his main talents may lie in stimulating others and building a cohesive work team with high morale. However, problems could occur if he lets his concern for people's feelings interfere with making unpopular decisions or pushing people to perform to get needed results. At times, his interests in ideas and people may mean that he gets excited talking about a project but he may not always follow through with action. Since he is much more oriented to working directly with people than on technical aspects of a project, he would be best suited for jobs that make use of his ability to build a network of contacts inside and outside an organisation. He could play a valuable role by bringing in fresh ideas to the group he works with, motivating colleagues with his enthusiasm, and by building goodwill with outside clients.

## Interpersonal and Relationships Building Styles

Mr. Sample will tend to communicate without having a requirement for excessive interpersonal contact. He is likely to be as happy occupied with tasks as with dealing with clients, managers or work colleagues, but will not be hesitant about coming forward in work situations, even if this places him at the centre of attention. He projects a quite good-natured, easy going personality, relating to others in a quite kind, caring and sympathetic manner.

Tending not to let go in work settings, his reaction to situations will generally be fairly sober and serious. He may possibly come across to stakeholders who don't know him well as a little stiff and perhaps slightly lacking in spontaneity. Unexpected events, or rapidly changing situations, may put him off-balance and upset him. In the right setting however, he should be capable of a fair degree of enthusiasm. In a group situation, he has a sufficient level of confidence to relate to most. While he is likely to be as confident as most in group situations, he may feel a little uncomfortable if he suddenly becomes the centre of attention at a large work gathering. This is likely to be particularly marked if the conversation turns to lofty, intellectual matters in which he is likely to lack confidence.

Happy to work on his own or as a member of a team, Mr. Sample will be capable of being self-sufficient when the situation demands. As able to function effectively in a group setting as most, he may wish, on occasion, to have time to himself. As amenable and co-operative as most, he will generally not seek confrontation for confrontation's sake. Being moderately competitive, he should not be averse to meeting work-related challenges. While capable of being outspoken on occasion, he should not be oblivious to others' feelings and needs.

Temperamentally, Mr. Sample has a quite trusting nature and is inclined to believe that people are basically genuine and honest. As a group member, he may occasionally be accused of being overindulgent, but is sufficiently forceful not to be taken advantage of. He will generally give clients, managers or work colleagues the benefit of the doubt without being unduly credulous. In workplace interactions he maintains a balance by not being overbearing nor being too easily dominated. He will assert himself or give way as the situation demands. He is no more or less assertive than most.

He appears to be as sensitive as most people to the demands of social situations. He will generally resist saying things that could cause upset or offence.

## 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.

Mr. Sample is neither excessively hard-headed, tough and utilitarian nor highly soft-hearted and sentimental. Having an appreciation of creative issues whilst keeping functional considerations in mind, he strikes a balance between the rational and the emotional in decision-making. As attentive as most to practical realities, he will not be unduly dismissive of abstract, theoretical concepts. He will tend to balance a focus on the here and now with openness to possibilities and ideas.

Mr. Sample's behaviour and attitudes reflect a balance between his own personal belief system, work norms and internalised societal expectations. In general, he is likely to be fairly self-disciplined and will be as respectful of authority as most. Whilst not in awe of others' work standing, he will not reject formality and protocol out of hand.

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

## **Coping with Pressure and Stress**

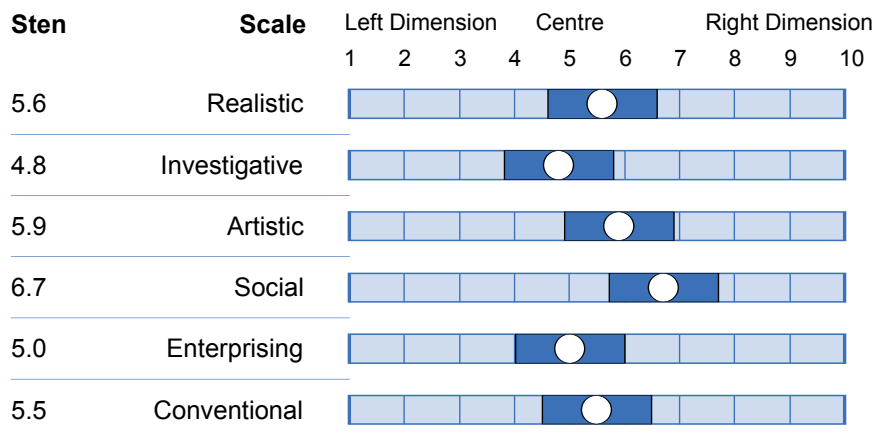
Mr. Sample is currently experiencing average levels of stress. Not unduly prone to mood swings, he should have sufficient energy to cope with work demands. However, he may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional pressure.

There is a tendency for Mr. Sample to worry over past mistakes, doubting his ability to overcome problems and obstacles. At times somewhat apprehensive about the future, these doubts may possibly undermine his self-confidence. Somewhat inclined to worry about how others may see him he is likely to feel anxious in work situations. At times being a little harsh on himself, he may have some difficulty meeting his own standards. This may however act as a positive source of motivation, prompting him to devote energy and attention to tasks.

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

## 4. CAREER INTERESTS

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



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

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

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

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

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

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

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

## General Information for Interpreting Report findings

<b>Objective Information</b>	This report provides objective information on the candidate's abilities.
<b>Educated Decision Making</b>	The candidate'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>	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.
<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