



## INDIVIDUAL ASSESSMENT REPORT - STRICTLY CONFIDENTIAL

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

# Mr. Sam Sample

On Thursday, 16th July 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' 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 the role of General Manager:

## **Create Vision & Strategy**

- Mr. Sample appears to prefer focusing on practical matters and solving problems on a short term ad hock basis rather than discussing strategic and long term business goals.
- He is also likely to be less mindful of the details when he is developing strategies.
- Moreover, his lower lateral thinking skills imply that he may benefit from some extra time and support when asked to quickly evaluate complex issues or translate broad strategy into specific objectives.
- Similarly, he would need longer to integrate new information or resolve problems where he lacks prior knowledge.

## **Drive for Change and Improvements**

- Mr. Sample profiles as comfortable when applying well-tried methods to resolve problems freight management or other logistical challenges. However, he is not likely to reject new approaches as long as he is clear on their practical merits.
- He profiles as someone who tends to be mindful of potential risks and negative consequences, and he is likely to take these into account when evaluating options and new improvements.
- His sound analytical thinking implies that he is capable of quickly evaluating financial or other written data which relates to current methods, identifying critical issues and drawing logical conclusions on opportunities for improvement.
- However, his fairly accommodating nature suggests that he may give way too quickly when faced with resistance to change.

- Moreover, he is likely to experience difficulty communicating change initiatives which don't have everyone's support.

## **Drive for Results**

- Mr. Sample appears to enjoy multi tasking and is capable of quickly switching his focus between tasks.
- He tends to focus on practical and immediate concerns and he should seek to overcome problems as they arise.
- However, he seems to be less structured in his outlook, and he may be less focused at planning his tasks or setting appropriate priorities for his workload.
- At times, he may be less persistent in completing tasks or in following through on his responsibilities.

## **Focus on the Customer**

- Mr. Sample profiles as an outgoing and friendly person who is comfortable interacting with existing stakeholders.
- His sound emotional reasoning skills suggest that he is capable of identifying customers' emotional state and effectively predicting their emotional response.
- However, he seems to have a more reserved interpersonal style, which implies that he is likely to be less comfortable when first meeting stakeholders.
- He tends to avoid potential confrontation or disagreement, and he may lack assertiveness when negotiating with customers or other stakeholders about freight management or logistics issues.
- Furthermore, he appears to be less comfortable when initiating contact with stakeholders, and he may be less timely when closing negotiations.

## **Building High Performance Teams**

### **Collaborative**

- Mr. Sample seems to be supportive of team members who are experiencing difficulties or setbacks in their work.

- He is likely to focus on achieving quick results and he should encourage team members to take immediate action to deliver on targets.
- However, he tends to be more comfortable working on individual tasks or interacting one-on-one with stakeholders rather than engaging a team or develop a sense of team spirit.

### **People Leadership**

- Mr. Sample is likely to consider ideas from others when he is making decisions or building a consensus about the best course of action.
- However, he seems to be less comfortable being at the centre of attention, such as when stating his views in large meetings.
- He may be reluctant to discuss controversial issues, such as when he needs to provide feedback to team members about poor performance.
- Moreover, he may be less organised in establishing processes to develop and motivate staff.

### **Recommendation**

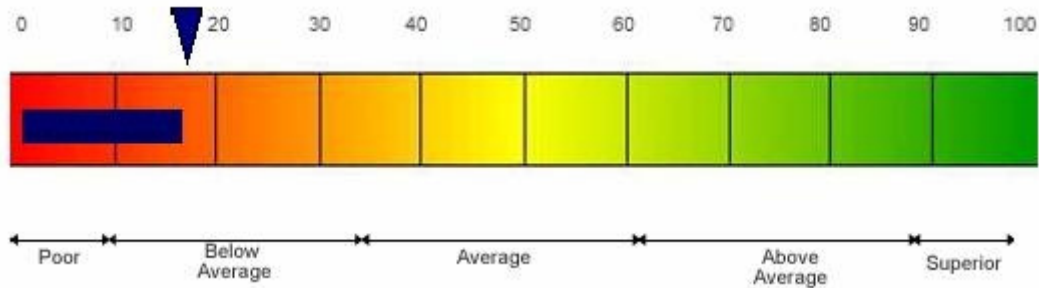
Mr. Sample has a practical outlook and he should seek to address immediate issues and respond to concerns as they arise. However, he seems to be less organised at planning or prioritising tasks, and he may lack follow-through on completing tasks. While comfortable providing support to others, he may lack assertiveness when stating less popular views, leading change or managing conflicts with stakeholders. He tends to enjoy performing individual tasks and is likely to prefer maintaining rather than initiating relationships with stakeholders.

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	17th percentile (Attempted 30 of 60, Correct 20)	Mid-level Managers and Graduates
Verbal Reasoning	58th percentile (Attempted 35 of 40, Correct 26)	Mid-level Managers and Graduates
Numerical Reasoning	59th percentile (Attempted 28 of 36, Correct 19)	Mid-level Managers and Graduates
Emotional Reasoning	65th percentile	General Population

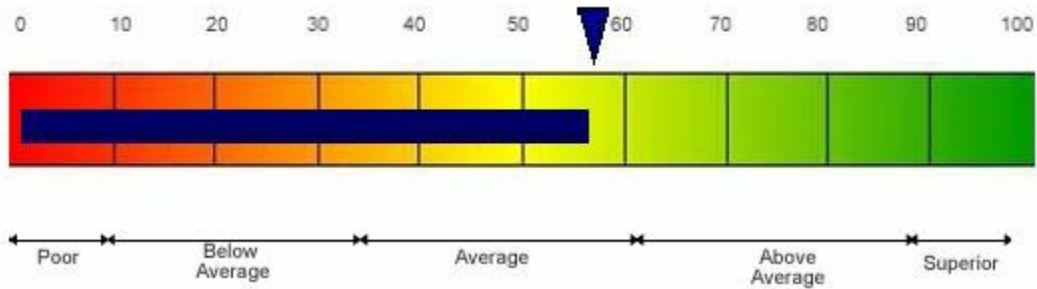
### Abstract/Conceptual Reasoning: 17th Percentile



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

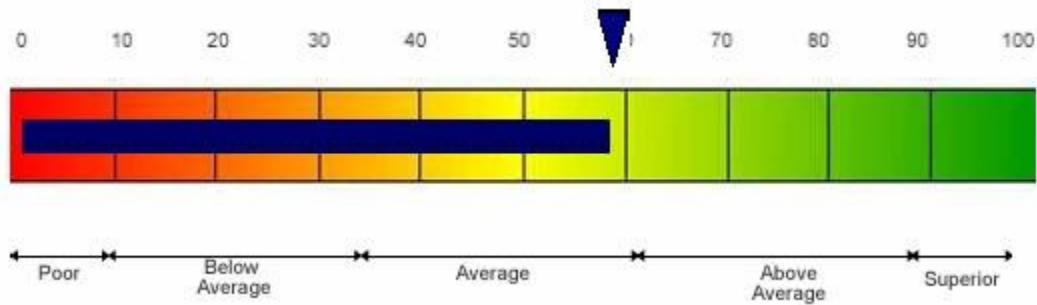
## Verbal Reasoning: 58th Percentile



*The Verbal Reasoning assessment measures Mr. Sample' 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.

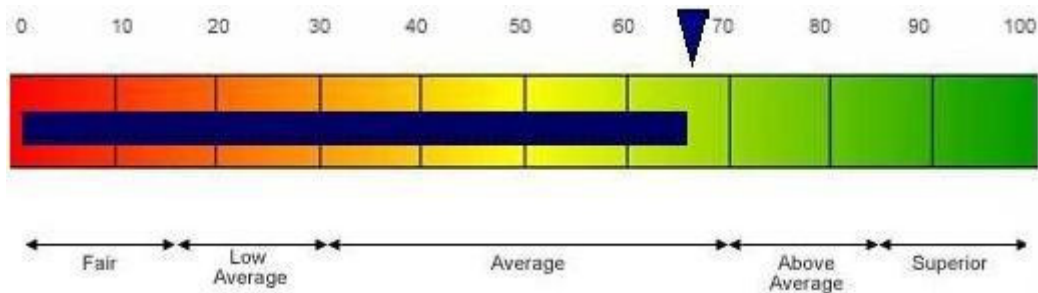
## Numerical Reasoning: 59th Percentile



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

## Emotional Reasoning: 65th Percentile



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

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

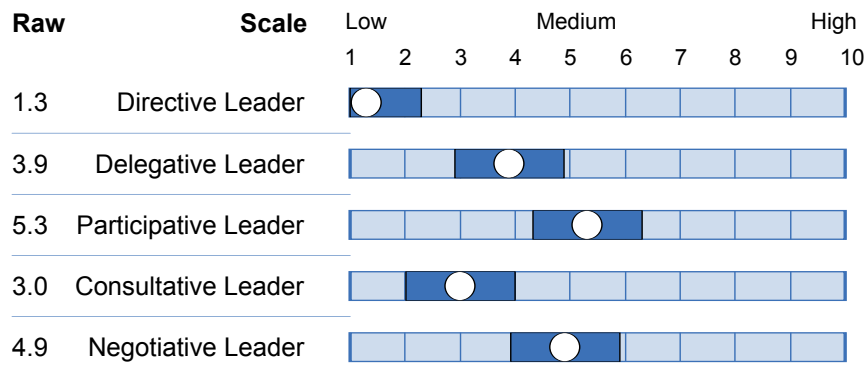
### 3. BEHAVIOUR STYLE PROFILE

#### 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. 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

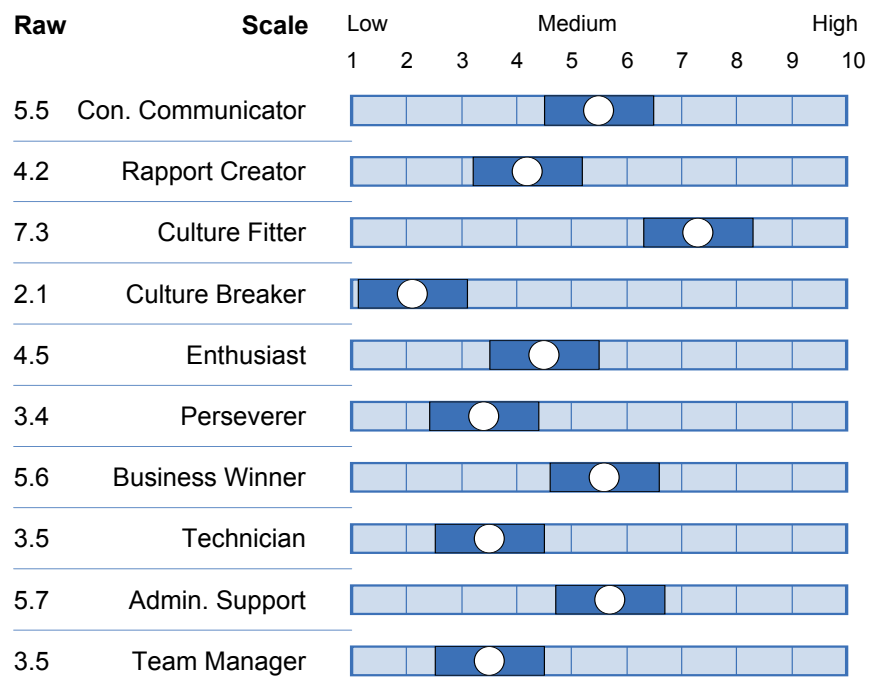
Participative leaders are primarily concerned with getting the best out of a team as a whole. Hence, they encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They are unlikely to impress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

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

## 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: CULTURE FITTER

Culture Fitters generally adapt their approach to fit the prevailing culture of the client's organisation. Hence, they will not push their own ideas or opinions but will convey those beliefs they consider to be shared by their audience. Such an approach will normally minimise the possibility of disagreements or conflicts developing and will tend to promote feelings of confidence and comfort in the Culture Fitter on the part of the recipient.

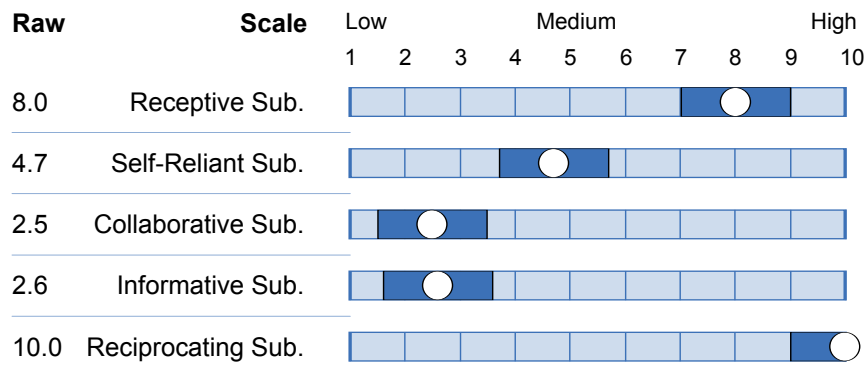
### SECONDARY INFLUENCING STYLE: ADMIN SUPPORTER

Preferring to work behind the scenes, the Admin Supporter provides valuable support to the rest of the team through their co-ordination, organisational and administrative skills. Consequently the

Admin Supporter will not mind working behind the scenes without looking for praise. On occasion, the Admin Supporter may assume a more direct influencing role, especially in instances where detail and precision is important.

## 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.

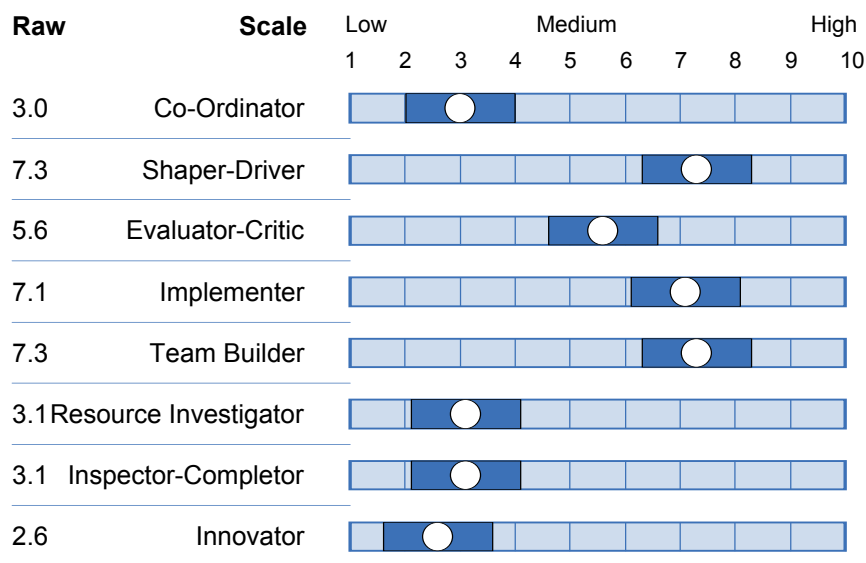


### PRIMARY SUBORDINATE STYLE: RECIPROCATING SUBORDINATE

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 Reciprocatative Subordinates usually have strong views of their own, any exchanges between subordinate and manager will typically be productive.

## 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/SHAPER-DRIVER

Mr. Sample is likely to have a strong drive for results. This drive for results is, however, not so much for personal recognition, but for the team he works in. However, this concern for both the task and for the people he works with may sometimes sit uneasily together. He is likely to be perceptive, compassionate, seeking group consensus about objectives. At times, however, he may tend to get a little impatient. He may then over-react and assert himself in the group in order to push the task along. Since he genuinely cares for people, and this warmth comes across, any vacillation between a supportive and dominant role in a group will usually be overlooked. At his most effective, he will use his considerable energy in a push for speedy results, whilst maintaining the shape and talent within his team as manager. The group in which he works should be marked by high morale and productivity.

## Interpersonal and Relationships Building Styles

Mr. Sample will tend to communicate with people without having a strong requirement for excessive personal contact. He may at times be happier occupied with individual tasks, than dealing with people, and will generally avoid coming forward in work or when networking, particularly if this places him at the centre of attention. Expressing moderate levels of kindness, he is likely to be seen as relatively supportive of staff. He will be able to maintain a degree of distance from others when necessary.

Being somewhat reserved and quite self-conscious, Mr. Sample may wish to avoid high-profile participation in large meetings. He may experience a degree of embarrassment if unexpectedly made the focus of others' attention. With new stakeholders, he may come across as slightly formal, his conversation appearing somewhat hesitant at times. However, with stakeholders and staff he knows well, he will express an about average degree of interpersonal warmth.

Mr. Sample is a quite self-reliant individual who generally prefers to work on his own. Not having a great need for group contact or others' support, he will avoid unnecessary group interaction which he regards to be a distraction. Company politics has little interest to him and therefore he may have the habit of going his own way. Very willing to support and assist others, he will be strongly inclined to put the needs of others first - even if this means that at times people may try to take advantage of him.

Being motivated to avoid unproductive confrontations, Mr. Sample is likely to adopt a highly participative, democratic style in his interactions. Obliging and helpful, without being overly familiar, once stakeholders and staff get to know him, they will enjoy working with him.

Mr. Sample' initial approach is to give stakeholders and staff the benefit of the doubt. If he feels that his trust is being abused, his tolerance may rapidly turn to scepticism. In workplace interactions, he is likely to appear noticeably passive and accommodating. Extremely unassertive, he will attempt at almost any cost to avoid direct conflict and, if unavoidable, appease those involved. He is likely to be submissive and quite timid.

Mr. Sample will be highly disinclined to become involved in situations where restraint and composure are lost. Consequently he may take much effort to avoid challenging people when he perceives such a danger may exist.

## Thinking and Decision-making Styles

Mr. Sample is a relatively tough-minded individual, who is inclined to adopt a no-nonsense approach to problems. Relatively realistic in his orientation to life, he has a preference for evidence, being inclined to reject more speculative, intuitive approaches. In general, he will not allow sentiment to affect his decisions. Having a relatively conventional perspective towards work, he prefers established, well-proven solutions to problems. He may, as a result, be hesitant about accepting new, innovative ideas, particularly if they are outside the realm of his own personal experience. He may be a little uncompromising with regard to the new and the unconventional.

Having an appreciation of creative issues whilst keeping functional considerations in mind, Mr. Sample strikes a balance between the rational and the emotional in decision-making. He is extremely concerned about day-to-day, practical matters and has his feet firmly on the ground. Down to earth, alert to constraints, he will focus on the here-and-now. Alertness, caution and practical concern should contribute to effective risk management. Inclined to reject concepts that have little practical relevance, he will have little time for strategic, theoretically-minded individuals.

Mr. Sample' behaviour and attitudes reflect a balance between his own personal belief system, social norms and internalised societal expectations. Having noticeably high regard for his reputation, and being concerned about status and personal standing, he is likely to resist temptations of the moment. Greatly respecting authority, he will want to abide by protocol and formality. He will be concerned to act in a manner which will maintain his position. Much of his behaviour may be influenced by what he considers to be acceptable in the workplace. He may nonetheless be quite outspoken in the expression of his views in particular situations. Given his natural inclination towards expediency, this stance may be unconvincing to those who know him more than superficially.

Mr. Sample' behavioural orientation is by contrast, unconstrained to a very high degree. He has a strong inclination to bypass rules and cut corners, particularly when it is expedient to do so. Mindful of commitment, nevertheless, he is likely to be an extremely inconsistent or poor finisher, unless pressed. He will prefer to have a number of ongoing commitments, but is prone to put them down as quickly as he picks them up. He prefers making quick decisions without reflecting on the consequences. Viewing things from a global perspective, he is likely to dislike work that requires close attention to details.

## **Coping with Pressure and Stress**

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

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

Although not generally inclined to experience mood swings, when under pressure he may become tense and agitated. When his goals are hindered, he may become impatient and irritable. He may therefore have some difficulty unwinding at the end of a demanding day.



**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.

### **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.

## 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>	<p>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.</p> <p>Percentile scores can be misleading if small differences between individuals' scores are interpreted as implying significant differences in work performance.</p>
<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>	<p>Psych Press uses a basic score range for ability percentile scores:</p> <ul style="list-style-type: none"><li>91st - 99th percentile – Superior performance</li><li>63rd - 90th percentile – Above Average performance</li><li>37th - 62nd percentile – Average performance</li><li>10th - 36th percentile – Below Average performance</li><li>1st - 9th percentile – Poor performance</li></ul>