



**PSYCH PRESS**  
Talent Management Psychologists



**INDIVIDUAL ASSESSMENT REPORT - STRICTLY  
CONFIDENTIAL**

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

**Ms. Sue Sample**

On: Friday, 14th May 2010

Prepared by  
**Psych Press - Talent Management Psychologists**

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## **Confidentiality**

This highly confidential document is provided to the client on the candidate named on the cover sheet on the basis that the need for this confidentiality is recognised, accepted and that such confidentiality will be strictly maintained.

It should therefore only be read by staff specifically involved with the selection, promotion or development of the person named, and stored securely with minimum access.

Should a report be required at a later date, it can be obtained without further cost, from Psych Press archives.

## **Objectives**

The report on the candidate's capabilities has been based on an assessment used to provide objective information about the competencies which might be required for the specific position.

## **Cross validation of Outcomes**

This report provides objective information on the candidate's capabilities. We recommend supplementing it with other information obtained from other sources such as interviews or other reports.

# About the Report

## Overview

This report has been generated to function as a point of reference for objectively assessing Ms. Sample's suitability for appointment to a managerial role with ABC. The report will provide some insight into her personality from an organisational perspective and assist managers in making appropriate personnel recommendations for the role.

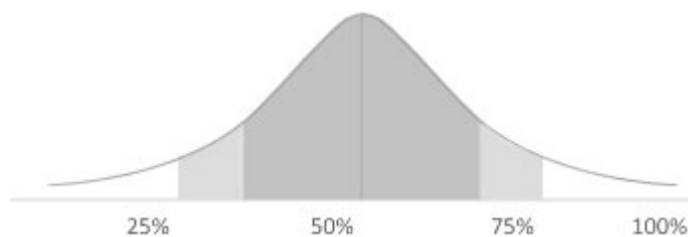
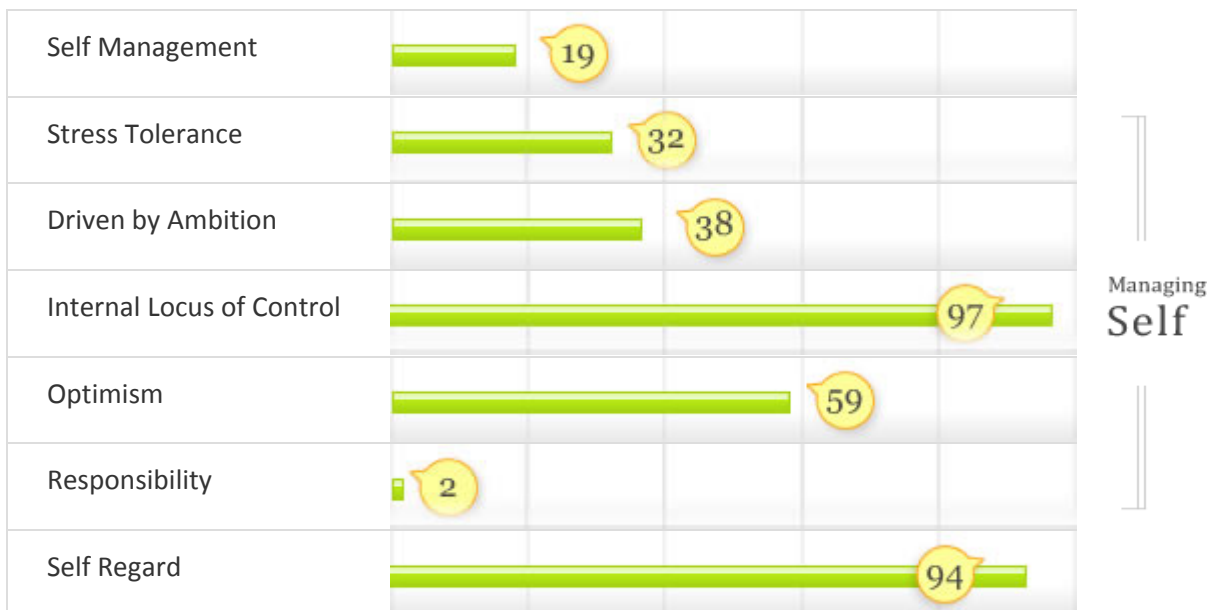
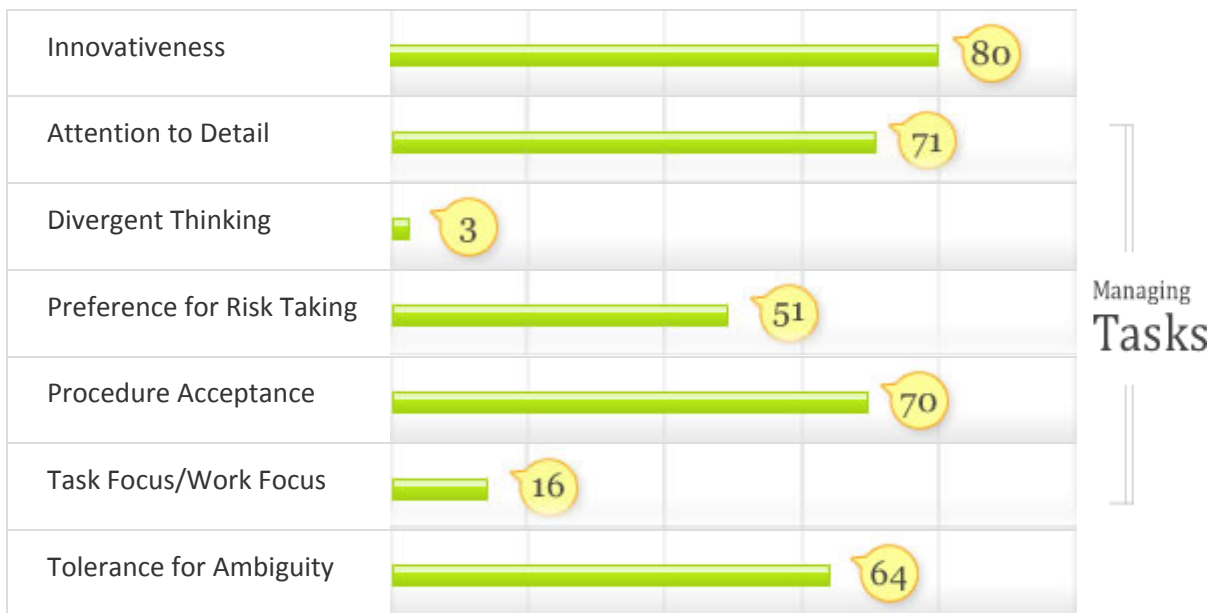
The Business Personality Profile, supplied by Psych Press, is compiled from a number of scale assessments, of which five are mandatory (automatically included in the report). These five scale assessments provide information on the principal personality characteristics of the candidate. Psych Press also gives the company commissioning the report the option of including additional scales for assessment, depending upon the requirements of the role for which the candidate is applying.

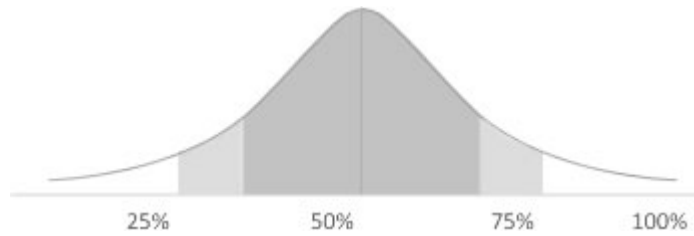
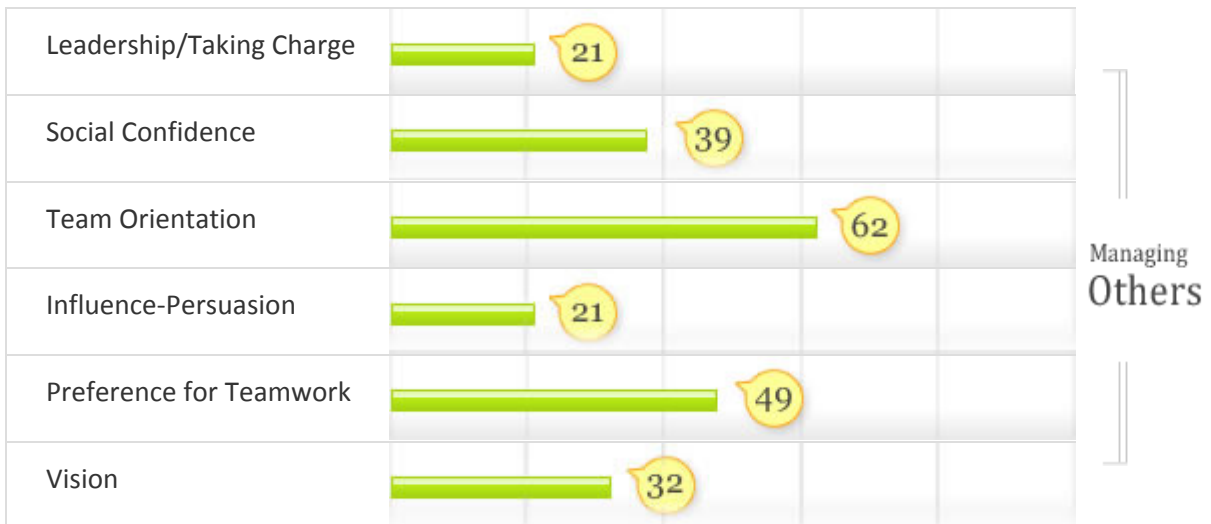
To achieve clarity, the report presents information and interpretations in rather direct, unequivocal terms which can be misleading if taken literally and without an understanding of the basis on which such interpretation is made. These interpretations are best treated as a series of hypotheses to be tested against other sources of objective information – preferably not subjective opinion.

Firstly, responses to a personality questionnaire are based on self-perceptions and thus are prone to all the interpretation errors normally found in such self-report data. However what distinguishes a personality report from an interview is that the report presents information on accepted, scientifically based personality dimensions or constructs, known to be real and measurable. They are measured through a series of questions statistically related to the concept or personality attribute being measured, and compared to a general or managerial population to relate a person's self-perceptions to an objective comparison base.

Finally, such tools are used and retained by companies, psychologists and consultants as useful tools (amongst others) in recruitment and development contexts. Such usage provides a practical validation process based on the acceptance by individuals of the personal veracity of the comments made.

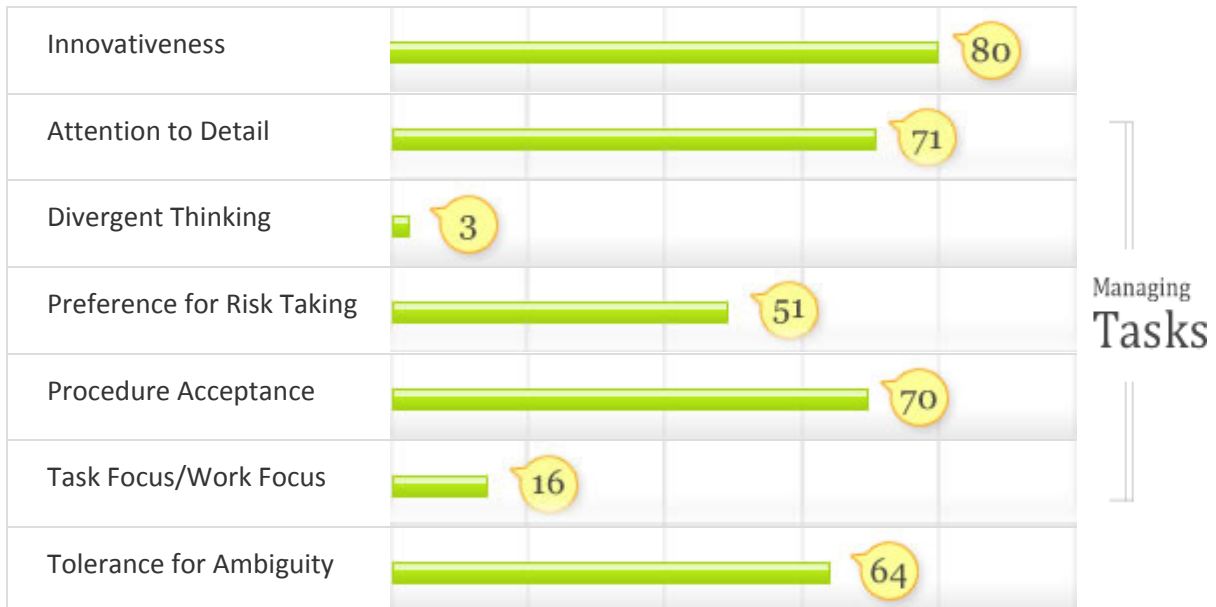
# GRAPHICAL SUMMARY





# INTERPRETIVE SUMMARY

## Managing Tasks



### Innovativeness

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

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

Ms. Sample scored highly on the Innovativeness scale, meaning she is likely to enjoy a work environment that challenges her and fosters change or innovation. She will have a tendency to suggest original and complex ideas to counter routine or traditional practices, using her creative approach to construct a richer and more motivating work environment. Ms. Sample is quite aware of her feelings, and has a greater than average ability to recognise emotions in others. She tends to have a creative business mind and can readily envision clever and innovative solutions. Although her ideas and suggestions are often useful, they may at times be highly ambitious and lacking in practical focus. She consistently seeks out opportunities to

work on tasks that contain variety, and is likely to flourish working in an environment with frequent physical or cultural changes.

## Attention to Detail

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

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

Ms. Sample scores in the mid-range on the Attention to Detail scale, and is quite capable of paying attention to small details, but may not do so consistently, especially when time is limited or she is under stress. While Ms. Sample is less likely to be overly concerned with getting everything absolutely correct, she will prefer to do so. She is most likely to identify errors and maintain a high level of precision when ample time is available to finish tasks. She will attempt to strike a balance between the operational and strategic aspects of a role.

## Divergent Thinking

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

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

Ms. Sample scores in the lower range on divergent thinking, and is likely to be somewhat conventional in her way of thinking and less open to new ideas or different perspectives. She will prefer to work with established views and ways of looking at things, rather than attempting to explore new approaches. She will tend to accept current ways of thinking, preferring that ideas be predictable and familiar, and would be most suited to a role in which she is required to process information without the need for complex interpretation or

creativity. Ms. Sample's approach to tackling problems is likely to involve established solutions that have worked in the past. She prefers to make decisions quickly and independently, and may be less inclined to consider the suggestions and alternative perspectives advanced by co-workers.

## Preference for Risk Taking

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

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

Ms. Sample scores in the mid-range on the Preference for Risk Taking scale, and will tend to determine whether risk taking is necessary based on a weighing up of the possible outcomes. She will determine the level of risk based on the acceptability of a negative outcome versus the possible gains of a positive outcome. Her level of confidence, as well as knowledge of who will be affected by the outcomes, may influence whether she takes risks. Less likely to choose outcomes with a higher possibility of loss or failure than a high scorer, Ms. Sample will not always make the most conventional decision. Ms. Sample generally manages to preserve a practical stability with reference to taking work-related risks. She can be at times either traditional or unconventional, but will tend not to demonstrate the unease and stress that typifies low scorers when faced with a speculative decision.



## Procedure Acceptance

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

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

Ms. Sample scores in the mid-range on the Procedure Acceptance scale, indicating a reasonable concern with adherence to procedure and protocol. She will have no more difficulty than the average person when it comes to following conventional protocol. Ms. Sample will sometimes question the purpose of established rules and regulations, and may implement her own methods where she considers organizational standards to be lacking. However, Ms. Sample generally adheres to professional standards and ethics, and tends to respect the customary policies and measures. She mostly believes that tried and tested methods should be obeyed rather than altered, but when the situation requires, she is able to view company procedures as more of a guide than an imperative, and suggest improvements or suggestions to enhance existing policies.

## Task Focus/Work Focus

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

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

Ms. Sample scores in the lower range on Task Focus, and will tend to do less planning, dealing with issues as they arise. She may often be prone to distraction and procrastination, especially if a task is complex or boring. She may have a tendency to lose concentration when it is necessary to focus on a task for long periods of time. There is a high likelihood that

Ms. Sample will find it difficult to both prioritise tasks and plan efficiently. In addition, the quality of her work may suffer due to interruptions. When distracted by others who are disinterested in the task at hand, she will be likely to display more 'off task' behaviours.

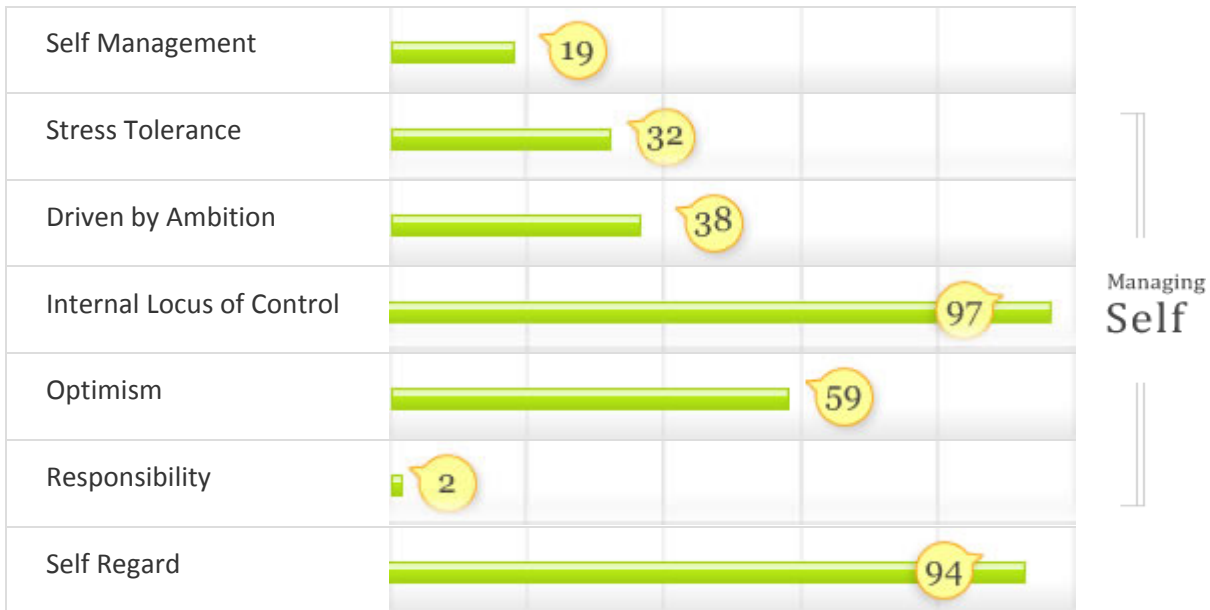
## **Tolerance for Ambiguity**

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

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

Ms. Sample received a mid-range score on the Tolerance for Ambiguity scale. She is neither overtly 'big-picture' orientated or focused on detail when problem-solving. Ms. Sample can adequately filter out extraneous data to isolate tendencies and patterns in ambiguous information. She will choose among tasks of varying structure when faced with the opportunity and is equally engaged by regular jobs and patterns of work. She will experience no particular difficulty when confronted with novel or indefinite information, but is not driven by problem-solving with incongruous or incomplete information to provide gratification in her work.

## Managing Self



### Self Management

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

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

Ms. Sample scores in the lower range on the Self-Management scale and is less efficient when working in an independent, self-managed role. She is likely to succeed in a highly supervised role and may require prompting in order to avoid distraction and remain focused on completing tasks. Not needing to stick to a set plan, Ms. Sample will not find switching between tasks and changing focus difficult. She may often seem unprepared and less organised than most but may still complete tasks adequately. Ms. Sample will show flexibility with regards to organisational guidelines and will be able to make decisions when no procedures are in place. However, she may not fully consider the long term consequences when making decisions. Ms. Sample will be seen by others to be 'easy going' and flexible in her approach to work. By adopting a less structured approach to meeting demands, she may

have a greater ability to make spontaneous creative decisions and redirect her efforts as needed.

## Stress Tolerance

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

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

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

## Driven by Ambition

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

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

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

## Internal Locus of Control

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

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

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

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

## Optimism

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

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

Ms. Sample scores in the mid-range on the Optimism scale, indicating that while she will be positive in some situations, in others she may find it difficult to maintain this optimistic outlook. In circumstances where success seems likely, she will often be hopeful about the future, but when the situation is progressing poorly, she may lose this positive attitude and may require encouragement to boost morale. Ms. Sample will tend to fluctuate in her levels of positive thought, depending on the situation, such as its familiarity to her and the time pressure involved. When working to deadlines, she may have difficulty remaining positive. Individuals such as Ms. Sample will tend to perform best in work environments where they have a moderate level of time pressure, flexibility in deadlines and confidence in their level of knowledge.

## Responsibility

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

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

Ms. Sample received a low score on the Responsibility scale, suggesting that she will generally prefer working in situations where she has little or no responsibility. She may feel uncomfortable in taking on extra tasks, as this would lead to an increase in responsibility. Ms. Sample may be perceived as an individual that others in the workplace are unlikely to depend upon, as she can have difficulty in effectively meeting deadlines and opt not to commit to tasks that require any level of responsibility. She may also be frequently late for appointments and tend to delay on completing set tasks. Further, she may lack motivation and also feel little need to take responsibility and be accountable for her actions. Her tendency to avoid responsibility for her actions may lead Ms. Sample to suggest that others are to blame for her mistakes. She may be seen as an unreliable team-member.

## Self Regard

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

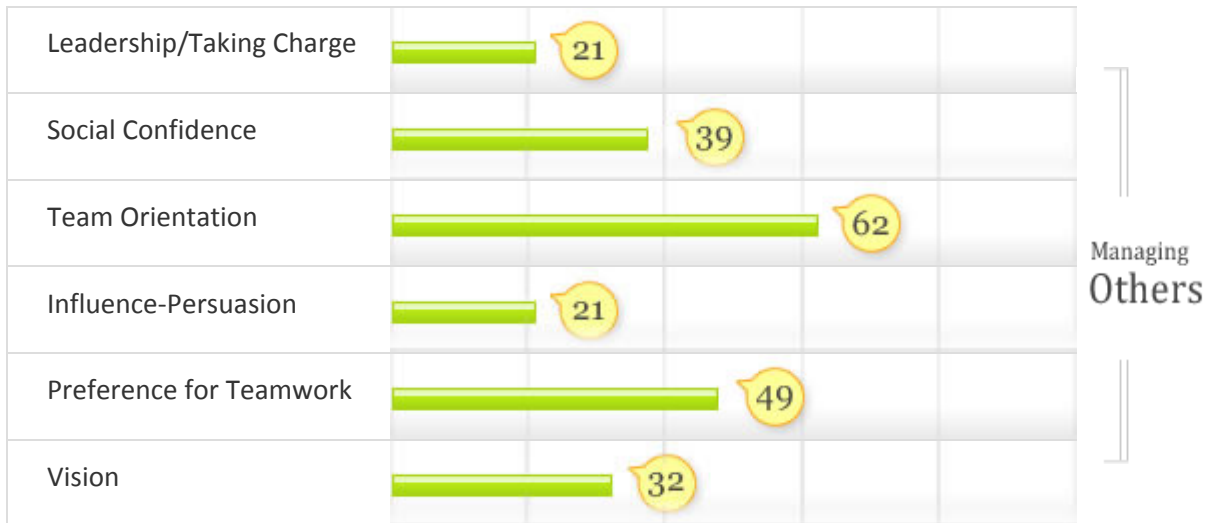
*This scale measures an individual's attitude toward, and confidence in, their own abilities. High self regard is characterised by belief in one's own ability to succeed, including realistic and achievable goal setting. Individuals with high self regard are not deterred by criticisms or what others may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

Ms. Sample scores highly on the Self-Regard scale, indicating that she has confidence in her opinions and abilities. She will therefore be comfortable and willing to express her opinion in any situation, and is particularly likely to become involved in group discussions. Ms. Sample has sufficient self-assurance to believe that she can resolve any problem that may arise, and she is confident of her ability to achieve and excel. Due to her high level of self-confidence,

she is unlikely to be easily deterred by the views of others regarding the achievement of goals. Ms. Sample has a strong belief in her own skills and competencies. She will feel comfortable working in environments that require presentations to stakeholders. She will also be suited to challenging roles that will require her to develop and express opinions that will be subject to scrutiny.



## Managing Others



### Leadership/Taking Charge

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

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

Ms. Sample has a low score on the Leadership/Taking Charge scale. She avoids dealings or circumstances that might result in her being assigned a leadership function. She will probably feel awkward, vexed and distressed if faced with the task of taking responsibility for her associates. Ms. Sample is more receptive and responsive to team situations where she is receiving instruction, direction or guidance from others. She will seldom volunteer accountability for team interactions and dealings, and lacks belief in her potential as an instructor for others.

## Social Confidence

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

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

Ms. Sample scores in the lower range of the Social Confidence scale and will tend to appear quiet and reserved. Low scorers on social confidence are sometimes (often incorrectly) viewed by others as cold or aloof. Ms. Sample will usually be seen as socially timid, finding large groups of people and loud environments somewhat intimidating, and therefore may prefer solitary work to group work. Seen as sober and serious in social interactions, she will avoid becoming the centre of attention. Low scorers on social confidence, such as Ms. Sample, are quite happy to let others control things and make decisions. Being quite private, she is unlikely to express feelings such as excitement or unhappiness in the workplace. Ms. Sample will tend not to display optimism when approaching group tasks or peers, and will be more likely to prefer work environments that do not require constant interpersonal interaction. She will avoid taking risks in the work environment and may perform better when allowed to undertake tasks one at a time rather than simultaneously.

## Team Orientation

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

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

Ms. Sample scores in the average range on the Team Orientation scale, and would generally be described as warm and friendly in her relationships with colleagues and clients. She is likely to be relatively trusting without being naive, and would not be likely to hold unfounded suspicions of others. She tends to be considerate and easy to work with, and is likely to

effectively balance consideration for the needs of colleagues and clients with more objective or pragmatic concerns. She balances talking with listening and is able to be empathetic. Ms. Sample is likely to work well in areas that require her to both assert and defend her views on an issue, whilst still maintaining a productive level of cooperation in formal and informal negotiations. She may often be willing to help colleagues who are working towards the same goals, or in a team situation, while remaining unlikely to let others make unreasonable demands of her.

## **Influence-Persuasion**

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

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

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

## Preference for Teamwork

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

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

Ms. Sample scores in the mid-range on the Preference for Teamwork scale, showing some flexibility in her desire to work with others. She may prefer to work with a group for some projects/tasks, and prefer to work alone for others. She is likely to believe that groups and individuals are both effective in completing projects, with no particular preference for either. The decision will tend to be most influenced by situational factors. Ms. Sample does not ordinarily experience any difficulty when working with others, and is likely to perform equally well in a group context as alone. In situations where there is pressure to complete tasks quickly, she may prefer to work alone.

## Vision

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

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

Ms. Sample scores in the low range on the Vision scale, and is generally much more focused on the present than the future. She has a more task-oriented perspective than planning-

oriented, and may prefer to focus on the 'here-and-now'. Ms. Sample is likely to prefer others to undertake any planning and long-term thinking. She may not be able to anticipate problems that are likely to surface during a project's lifecycle. She may tend to divorce current activities from future objectives. This may be advantageous in terms of a focus on current details; however the lack of a more strategic understanding may make a leadership role problematic, as people require reassurance when considering questions about the future.

## 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.<br>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.   |