



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

Mr. Sam Sample

On: Monday, 1st August 2011

for
Acme Inc

Prepared by
Psych Press - Talent Management Psychologists

Please direct queries to Prashnitha Prakash
Consultant / Psychologist

Psych Press, Level 1, 224 Queen Street Melbourne VIC 3000 Australia
Telephone +61 3 9670 0590 Facsimile +61 3 9642 3577
Email: info@psychpress.com.au Website: www.psychpress.com

Confidentiality

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

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

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

Objectives

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

Cross validation of Outcomes

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

1. EXECUTIVE SUMMARY

The following report has been based on a series of scientifically validated profiles, each providing elements of insight or understanding into 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.

The assessment results indicate the following potential strengths and development needs with regards to the role of Financial Controller:

Leading and deciding

- Mr. Sample will enjoy interacting with a variety of people as part of managing events or performing tasks.
- He will be willing to trust in his own ability and take charge when evaluating issues and making decisions.
- Nevertheless, he tends to be reluctant to assume overall responsibility for decisions, and may prefer to rely on consensus or others' opinions when making a final decision. He is likely to prefer a negotiative approach to decision making.
- He has sound lateral thinking skills when he needs to consider issues from a broader perspective.

Managing stakeholders

- Mr. Sample will be personable when working with others and seeking to motivate them to accomplish targets.
- He will be reasonably assertive when stating his views, but may be less persistent in persuading more reluctant stakeholders.
- He has a reserved interpersonal style and may need longer to build relationships with stakeholders he is unfamiliar with.
- Indeed, he may be less forthright when he needs to provide feedback to stakeholders.

Strategic Planning

- Mr. Sample will be comfortable breaking down strategic goals into practical tasks.
- Indeed, he is likely to focus on concrete outcomes when he is making plans.
- He has sound ability to grasp the bigger picture and assess complex issues.
- He has moderate inclination to plan ahead, although he may benefit from some development to build his foresight and planning skills.
- While comfortable planning multiple projects, he may be less attentive to the details when he is setting priorities and targets.

Supporting and cooperating

- Mr. Sample will adopt a reasonably helpful approach when working with others and providing support and mentorship.
- Indeed, he is likely to be respectful of others' views and expectations and interested in gaining their opinions before making decisions.
- He will seek to build others' trust and gain acceptance for his views.

Project Management

- Mr. Sample will be comfortable drawing on an established knowledge base to deliver on project targets.
- Indeed, he will prefer to apply previously effective solutions and will be comfortable engaging with others to obtain their insights on projects.
- He has sound ability to analyse numerical or technical data and draw conclusions about project issues.
- However, he may be less thorough when he is monitoring performance or identifying changes or deviations from plans.
- He will be less mindful of structures and processes, particularly if he views them as giving unnecessary regulations.

Adapting and coping

- Mr. Sample will have some capacity to manage pressure when he is working on familiar subjects.
- He tends to dwell on failure and may be less adept at recovering from setbacks or managing disappointment.
- Furthermore, he will be less open to change and less inclined to adopt innovative solutions for problems.
- He will be most comfortable applying proven methods to overcome obstacles.

Recommendations:

Mr. Sample will enjoy interacting with a variety of people as part of solving problems or managing events, but he may need longer to build relationships with new people. He has sound analytical skills when evaluating data or assessing complex situations. He may be less detail-minded when implementing tasks and may require support at times. He will be prepared to apply proven methods and draw on existing knowledge, but may be less open to innovation. He will be comfortable developing plans and supporting and mentoring others in their work.

2. ABILITIES AND APTITUDES

Ability	Percentile Result	Norm Group
Abstract/Conceptual Reasoning	44th percentile (Attempted 12 of 15, Correct 8)	General Population
Verbal Reasoning	48th percentile (Attempted 15 of 30, Correct 12)	General Population
Numerical Reasoning	48th percentile (Attempted 13 of 20, Correct 7)	General Population
Emotional Reasoning	40th percentile	General Population

Abstract/Conceptual Reasoning: 44th 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 test of Conceptual Reasoning has placed him in the average range compared to an Australian general population 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 day-to-day problems. However, when required to quickly pick up new, complex information and apply this 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: 48th 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 with an Australian general population 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: 48th 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 general population sample. This result suggests that he has average levels of confidence and competence in effectively identifying critical issues and drawing accurate conclusions from numerical information such as graphs or tables. He should be able to effectively analyse and interpret performance and

production data and competitors' numerical information or financial reports in line with his level of exposure and experience. He may have some difficulty in evaluating more complicated financial, production, or other statistical information.

Emotional Reasoning: 40th Percentile

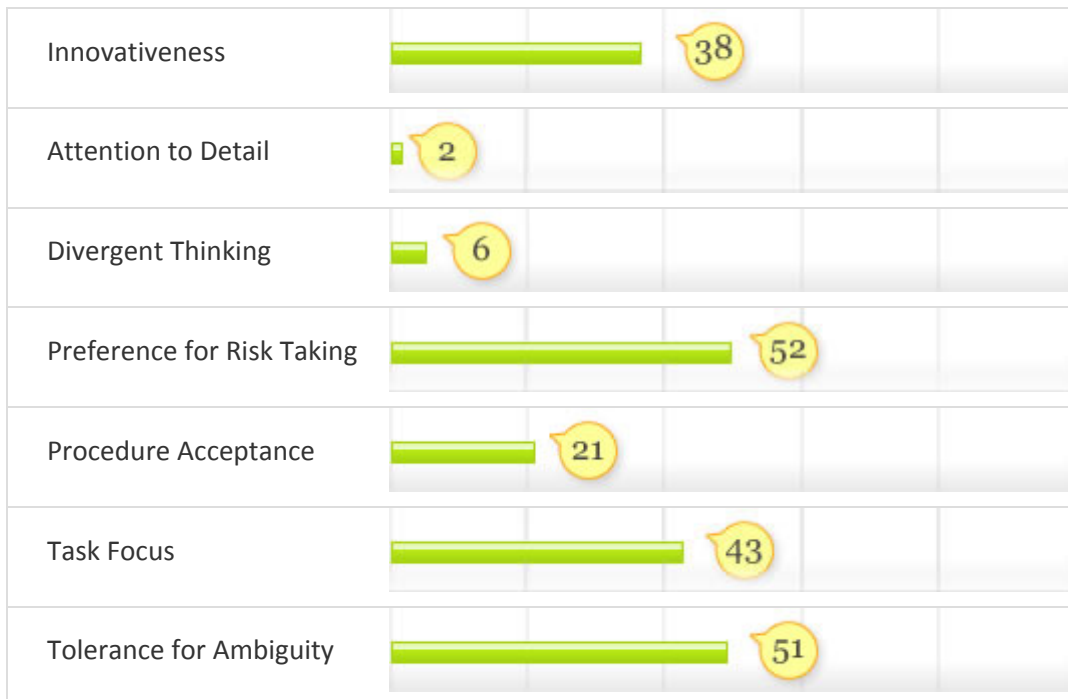


The ERQ is an instrument designed to measure emotional reasoning, which is a branch of emotional intelligence. Emotional intelligence is a broad concept, which involves the ability to identify emotions in yourself and others, to be able to manage those emotions and to use them to promote personal growth. 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.

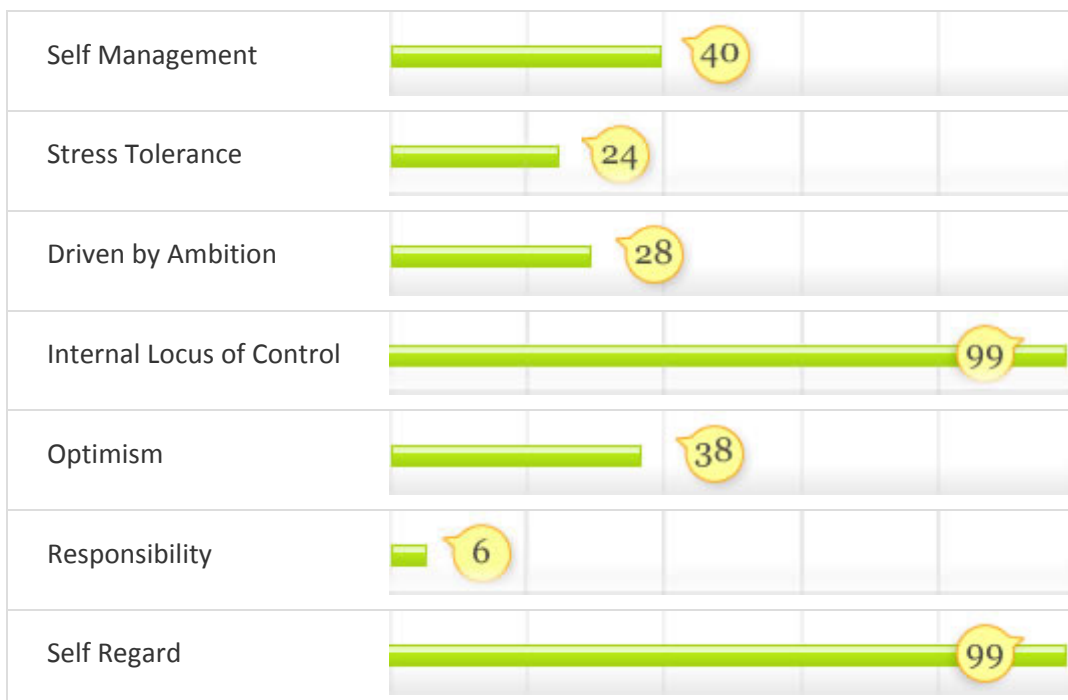
Mr. Sample' performance on the measurement of Emotional Reasoning has placed him in the average range compared to an Australian general population sample. The result suggests that he has a sound ability to identify emotions in work colleagues and clients, and to predict their future emotions and actions. 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

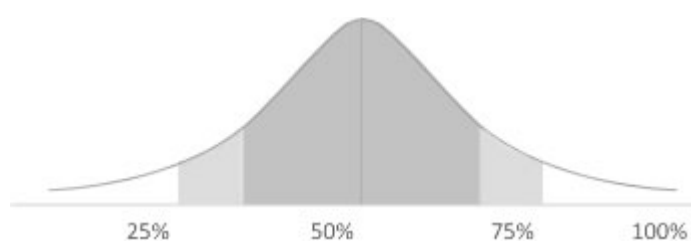
Graphical Summary

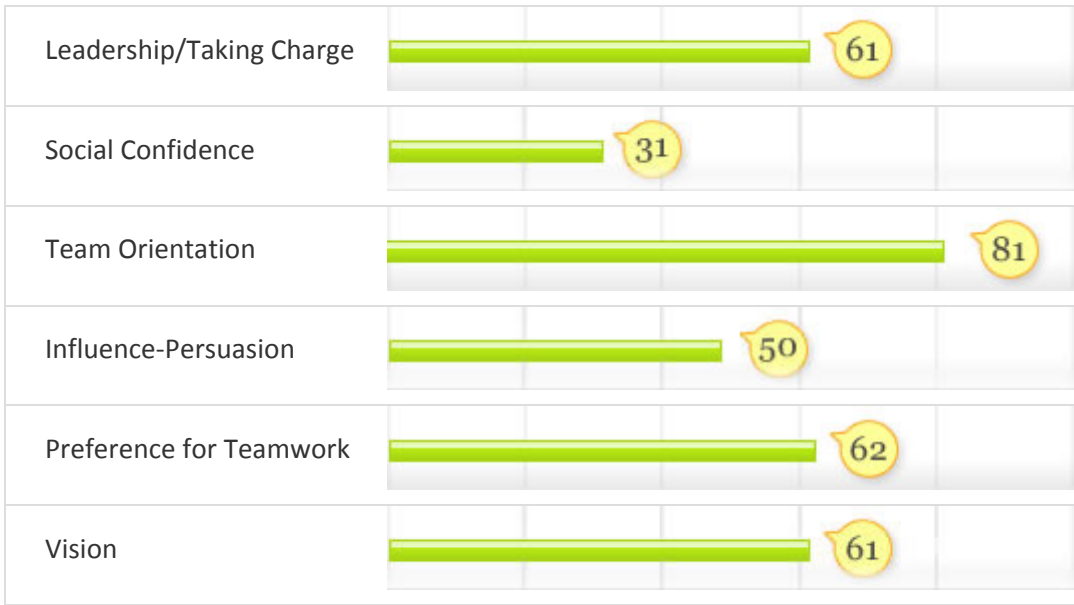


Managing
Tasks

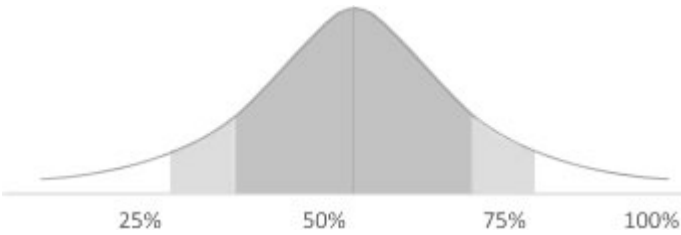
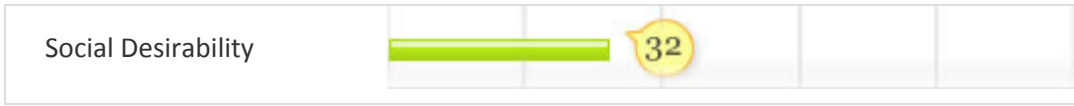


Managing
Self



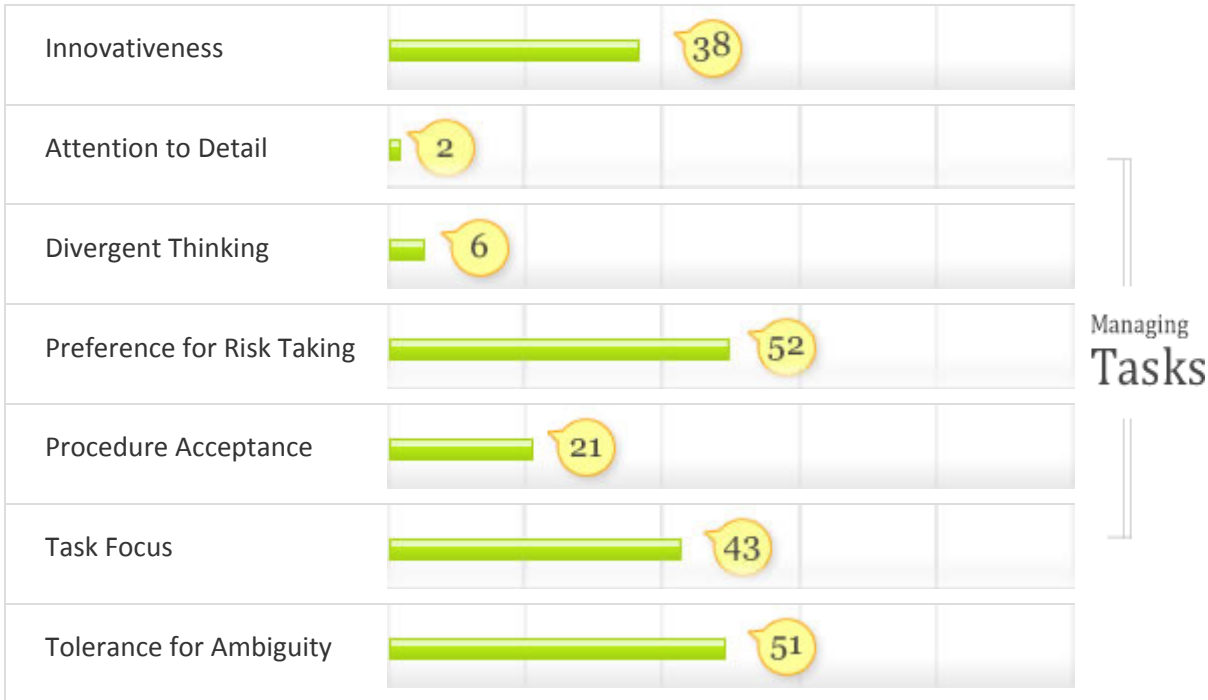


Managing
Others



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 prefer 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 work 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.

Mr. Sample scores in the low range on the Innovativeness scale, and is likely to be conventional, practical and concrete in his suggestions. He will tend to feel uncomfortable with change, preferring familiar routines and direction from others rather than developing his own ideas or proposals. He should flourish in a work environment that has structured and familiar tasks, and is suited to roles where structure, order and adherence to protocol are important. He will suit a position where strong adherence to existing policies, particularly related to the safety of himself and others, is a major responsibility of the role. He may be selective in his work interests and seek out roles in which appropriate behaviours or procedures are outlined, with limited scope for individual decision making and flexibility.

Attention to Detail

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

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

Mr. Sample scores in the lower range on the Attention to Detail scale, and may appear unconcerned that minor details be complete and accurate. He may prefer to look at the general picture rather than specific elements. As such, he may leave details incomplete and show little concern for his work to be completely error-free. He may tend to overlook errors in his work, particularly when he is rushed or stressed. It is likely that he will put less emphasis on precision and completeness, probably preferring to ensure he meets deadlines. He will be able to keep his mind on the ‘big picture’, and should be able to avoid fixating on operational problems that arise. Mr. Sample may be better suited to jobs where ‘near enough is good enough’, or where quantity of output is more important than number of errors.

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.

Mr. Sample scores in the lower range on the Divergent Thinking scale, and is likely to be somewhat conventional in his way of thinking and less open to new ideas or different perspectives. He will prefer to work with established views within the organisation, rather than attempting to explore new approaches. He will tend to accept current ways of thinking, preferring that methods be predictable and familiar, and would be most suited to a role in which he is required to process information without the need for complex interpretation or creativity. Mr. Sample's approach to tackling problems is likely to involve established solutions that have worked in the past. He probably prefers to make decisions quickly and independently, and may be less inclined to consider 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 facing 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.

Mr. 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. He will determine the level of risk based on the acceptability of a negative outcome versus the possible gains of a positive outcome. His level of confidence, as well as knowledge of who will be affected by the outcome may also influence whether or not he takes risks. While he is less likely to choose outcomes with a higher possibility of loss or failure than a high scorer, he will still be willing to take worthwhile risks when making decisions. He generally manages to preserve a practical mindset when it comes to work-related risks. When facing unconventional situations, he will tend not to demonstrate the 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 rules and policies. It includes the extent to which an individual believes others should also adhere to established organisational procedures and protocols.

Mr. Sample scores in the lower range on the Procedure Acceptance scale. This indicates that he tends to have less respect for organizational rules and regulations than the average individual. He is likely to demonstrate less adherence to established and traditional company processes, substituting his own approach when he sees fit. He may feel frustrated when asked to obey established procedures, and may experience irritation when colleagues around him fail to question established protocol. He is likely to regard company rules more as guidelines than instructions, and might be described by others as expedient, disobedient or independently-minded. While he is less likely to work very efficiently with established systems or where questioning company policies is discouraged, he may thrive in a workplace which values adaptation and is open to alternative approaches.

Task Focus

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

This scale measures the degree of self-discipline and organisation in an individual's work approach. The ability to concentrate on tasks and to effectively plan the approach to solving problems is also measured by this scale. Another aspect of this scale is an individual's strength of concentration, and the extent to which individuals display efficient behaviour and the ability to resist distractions.

Mr. Sample scores in the mid-range on the Task Focus scale, meaning he will demonstrate sound work focus, but may not always do so. While he is much less likely to become distracted or bored by tasks in which he has an interest, he risks loss of focus in situations where there are many distractions. Although he can be self-disciplined, efficient and good at planning, he may at times divert his focus to tasks that ‘come up’ but had not been prioritised for that time period.

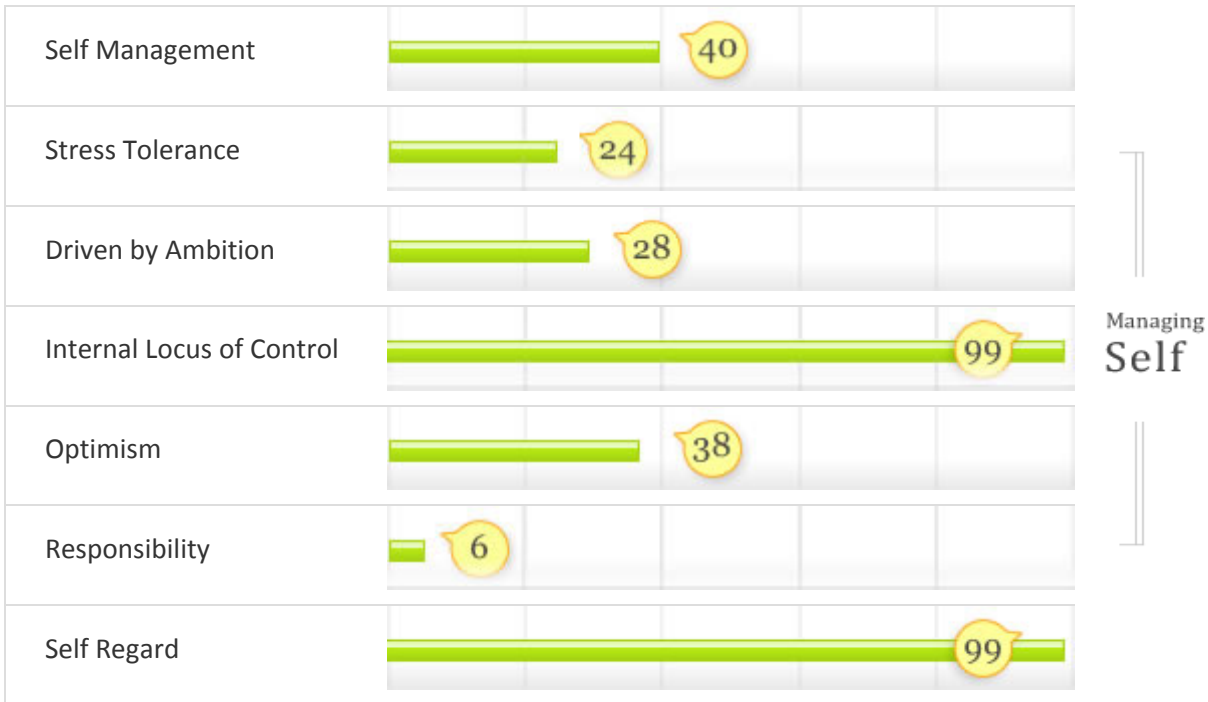
Tolerance for Ambiguity

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

This scale measures an individual's tendency to make sense of ambiguous information by detecting patterns in the data. The Tolerance for Ambiguity scale 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 personal preference between subjective opinions and objective facts as sources of information.

Mr. Sample has returned an average score on the Tolerance for Ambiguity scale. He is neither committed to a ‘big picture’ perspective, nor focused on small details when problem-solving. Mr. Sample can adequately filter out extraneous data to isolate patterns in ambiguous information. He will choose among tasks of various structures when given the opportunity, and is equally engaged by regular or unusual jobs at work. He will experience no particular difficulty when confronted with novel or indefinite information, but has no strong preference towards problem-solving with this type of information.

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.

Mr. Sample scores within the average range on the Self Management scale, and will show most confidence in areas where he has a proven track record. He is able to work independently on tasks but may require some prompting or motivation in areas that hold little interest for him, or in which he has little experience. Mr. Sample is likely to engage in planning, but may not make sufficient preparations when under time pressure. In stressful situations he may not always persevere in working towards set goals, or may prioritise less efficiently. He is as dependable as most, and is likely to be able to juggle working on many projects simultaneously. He is likely to have a flexible approach to work practices when required, and is generally able to make well considered decisions in limited time frames.

Stress Tolerance

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

This scale assesses an individual's unique reactivity to stressful work-related situations. Stress Tolerance is most often associated with a tendency to remain calm and composed within a workplace environment, as opposed to anxious, insecure or somewhat emotional. The scale measures tendency towards expressing a range of stressful emotions that people might experience during the course of their work, such as anger, anxiety, depression, vulnerability and self-consciousness. These emotions are fundamental determinants of workplace adjustment, and their measurement helps to ascertain how well an individual is likely to cope with demands and pressures encountered at work.

Mr. Sample scores in the low range on the Stress Tolerance scale, and is likely to worry excessively, and become nervous more easily than those scoring in higher ranges. He is likely to see himself as being easily affected by difficult circumstances, and this may consequently affect his performance at work. He may experience more feelings of guilt and anxiety than most. He may be easily discouraged when work requirements become demanding, and might also worry extensively about the way his work will be perceived or interpreted. Mr. Sample may become distressed at sudden changes in his environment, and so he is probably not well-suited to dynamic and changeable workplaces. He may also experience panic, confusion or helplessness when confronted with particularly daunting tasks, and may easily become discouraged when his work is overtly criticised. As such, he would be best suited to roles involving regularity and 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 at 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.

Mr. Sample scores in the lower range on the Driven by Ambition scale, and is likely to exhibit little desire for advancement or success in an organisation. He is more likely to hold a preference for job security, reliability, and a healthy work-life balance. He 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, and is typically better suited to jobs that do not rely entirely on self-motivation for success. He may sometimes show low levels of energy or motivation and avoid competitive situations. However, his calm demeanour may relax workplace tension and thus benefit his colleagues. It is unlikely that status or prestige will hold much motivational value for him.

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 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.

Mr. Sample scores highly on the Internal Locus of Control scale, and believes that what happens to him is the result of his own actions and attributes. He sees himself as an active agent with the capacity to influence his environment, and is therefore motivated to use all of his abilities to gather and effectively utilize information in his decision making. Individuals such as Mr. Sample will also be more persistent in the face of adversity, as they are confident in their ability to control their environment. He is also likely to believe that his own actions and attributes can greatly contribute to successful outcomes, 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.

Mr. Sample' score in the lower range on the Optimism scale indicates that he tends to have a less positive view of work situations than most. Tending to be somewhat sceptical, he may have difficulty in maintaining a positive approach when tasks are progressing poorly. Tending to see challenges as problems rather than opportunities, he may work less effectively than most to counter them because his outlook can lead to decreased problem-solving skills. Mr. Sample may also tend to view the world in general as a less positive, colder place, and may see people as having ulterior motives rather than having faith in the goodness of people. However, one benefit of this pessimistic outlook is that someone expecting the worst is generally more ready when it eventually happens, and it can help him to more readily identify weaknesses in strategies and plans.

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 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.

Mr. Sample received a low score on the Responsibility scale, suggesting that he will generally prefer working in situations where he has little personal responsibility. He may feel uncomfortable taking on extra tasks, particularly if those tasks are described as being important. He may be perceived as someone who others in the workplace tend not to depend upon, as he may avoid committing to tasks that require too much responsibility, and may have a relaxed approach to punctuality for appointments or deadlines. Further, he may lack motivation in completing set tasks, and feel less need to take responsibility and be accountable for his actions.

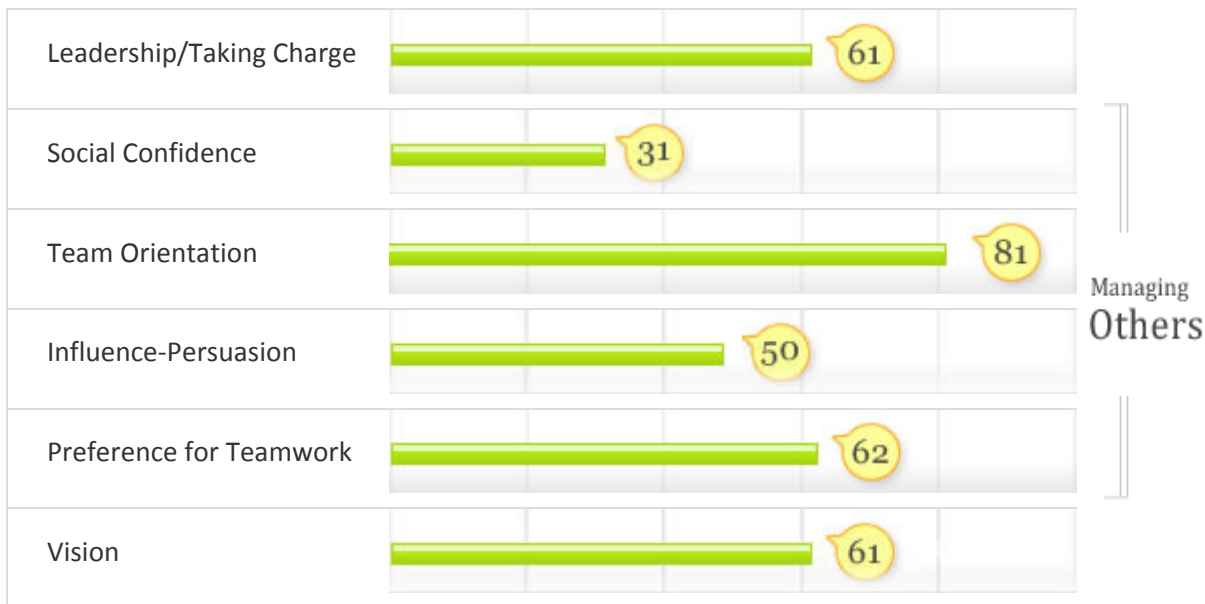
Self Regard

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

This scale measures an individual's attitude toward, and confidence in, their own abilities. Self regard encompasses belief in one's own ability to succeed, and how much one is deterred by the criticism of others. It also assesses how one might react when placed under pressure by colleagues or encountering other challenging problems. Self regard is also related to level of confidence in expressing one's beliefs and ideas in front of colleagues and managers.

Mr. Sample scores highly on the Self Regard scale, indicating that he has confidence in his opinions and abilities. He will therefore be comfortable and willing to express his opinion in various situations, and is particularly likely to become involved in group discussions. He has sufficient self-assurance to believe that he can resolve problems that may arise, and he is confident in his ability to achieve and excel. Due to his high level of self-confidence, he is unlikely to be easily deterred by the criticisms of others regarding the achievement of goals. Mr. Sample has a strong belief in his own skills and competencies. He should also be well suited to challenging roles that require him 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 desire taking on leadership roles. It assesses individual confidence in one’s ability to lead by example and take charge of a situation, and to coordinate others when placed in a team setting. Such coordination is related to clarifying priorities and objectives, delegating tasks, and encouraging co-operation and teamwork. Active Leadership also encompasses the ability to lead discussions and make decisions for the team, enabling tasks to be completed effectively and efficiently. Other aspects investigated by this scale include acting as a representative and an organiser.

Mr. Sample has obtained an average score on the Leadership/Taking Charge scale. He is less likely to voluntarily undertake leadership or supervisory responsibilities in the workplace than a high scorer. However, He should be capable of fulfilling a leadership role when asked to manage the welfare, mentoring or coaching of others. He may experience some discomfort or apprehension when the stress of decision making for realising shared objectives lies solely with him. He will be quite capable of taking on leadership roles, but is unlikely to volunteer for a leadership position encompassing areas with which he is less familiar.

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 work interactions, and less overtly cheerful than their more confident counterparts.

Mr. 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 (and often incorrectly) viewed by others as cold or aloof. He 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, he is likely to avoid becoming the centre of attention. Low scorers such as Mr. Sample are usually quite happy to let others control things and make decisions. Being quite private, he is unlikely to express feelings such as excitement or unhappiness in the workplace. He will tend not to display optimism when approaching group tasks or peers, and is likely to prefer work environments that do not require constant interpersonal interaction. He will avoid taking social risks in the work environment.

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 they 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, and preference for communicating with and supporting colleagues in a non-confrontational manner. It also assesses the 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 one's own.

Mr. Sample scores highly on the Team Orientation scale, suggesting that he will be trusting of others, and similarly perceived as trustworthy by colleagues and clients. He tends to take people at 'face value', assuming that people are generally well-intentioned and honest, and believes that the opinions of others are just as valid and worthwhile as his own. Being co-operative and sincere, he sees no need to manipulate others, and is most likely to find fulfilment in assisting them. He is likely to provide support and assistance to colleagues by understanding issues which are raised and communicating openly, frequently engaging in helping behaviours directed at others, and contributing to a warm and friendly work environment. His interest in understanding others means that he may refrain from challenging the ideas of others, particularly if these ideas are from an individual in a position of authority. Whilst a high score on Team Orientation indicate high cooperativeness with others, it may also indicate that an individual will struggle with challenging the ideas of others.

Influence-Persuasion

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

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

Mr. Sample scores in the average range on the Influence-Persuasion scale, indicating that he believes he is able to influence others, but tends to have varying confidence in his persuasive abilities. At times, he can be very persuasive, but this tends to occur mostly in those areas where he has a high level of knowledge, expertise, or experience, and is able to speak about confidently. He may be dissuaded by obvious opposition to his viewpoint, and may forego persuading others when under time constraints or other stresses. He is capable of motivating others to succeed in the workplace under the right circumstances. He will tend to perform most effectively in roles that do not solely rely on his ability to influence others.

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. It measures the extent to which an individual's motivation is more driven by group success or individual success. It also measures an individual's tendency to communicate effectively and to listen actively within a team context.

Mr. Sample scores in the middle range on the Preference for Teamwork scale, showing some flexibility in his desire to work with others. He is likely to prefer working with a group for some projects/tasks, and working alone for others. He is likely to believe that groups and individuals can both be effective in completing projects, and have no general preference for working in either format. His preference will tend to be most influenced by situational factors. He 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 are time pressures, he 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 work towards improving current methods to achieve greater efficiency in future. Other aspects of the scale include an individual's ability to visualise the various avenues to completion for a complex project, seeing the 'big picture', and considering how possible outcomes may affect the organisation as a whole.

Mr. Sample scores in the middle range on the Vision scale, and will vary in his use of planning and foresight. He is more likely to appropriately predict future outcomes in areas where he has solid knowledge and expertise. This may be less likely to occur when there are time limitations or other pressures. Mentoring could help to build on his average capacity to develop foresight in relation to organisational demands, as would a linkage between current activities and future positioning of projects in the organisation.

General Information for Interpreting Report findings

Objective Information	This report provides objective information on the candidate's abilities.
Educated Decision Making	The candidate's performance is compared with a relevant population group to assist in achieving effective Human Capital decision making.
Interpreting Results	<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>
Population Norms	Candidate's specific scores can be compared to a relevant Australian adult sample as a reference group or to a relevant sample from ones organisation.
Score Ranges	<p>Psych Press uses a basic score range for ability percentile scores:</p> <ul style="list-style-type: none">91st - 99th percentile – Superior performance63rd - 90th percentile – Above Average performance37th - 62nd percentile – Average performance10th - 36th percentile – Below Average performance1st - 9th percentile – Poor performance