

SAMPLE REPORT

Description of Assessment

The candidate was assessed using a range of instruments selected to provide information specific to the job for which they have applied. The assessment of reasoning ability and problem solving skills is based on the candidate's responses to the ability tests. The results are compared to Australian Applicants norms.

1. VR2: Verbal Reasoning

The verbal reasoning test assesses a person's verbal fluency, vocabulary and the ability to understand and reason with words. This test is appropriate for all jobs which require a degree of verbal ability.

2. NR2: Numerical Reasoning

The numerical reasoning test assesses a person's ability to use and understand numerical concepts, to reason using numbers and perceive logical relationships between them. This test is appropriate for all roles, which require a fair level of numerical ability.

3. AR2: Abstract Reasoning

The abstract reasoning test measures the ability to understand abstract logical problems and use new information outside the range of previous experience. This is the purest form of mental ability and is least effected by previous education and achievement.

4. 15FQ+: Fifteen Factor Plus Personality Questionnaire

The Fifteen-Factor Plus Personality Questionnaire is a self-report inventory designed to provide a systematic measure of an individuals preferred way of thinking, feeling and interacting with others in the workplace. It further indicates a person's team, management and subordinate style.

Psychological Assessment Results

INTERPERSONAL STYLE

Sharon's personality orientation is relatively extraverted. That is, she will want a good deal of contact with people and will adopt an openly expressive style in her communications. She is drawn to social gatherings. She projects a very good-natured, easy going personality, relating to others in a very warm, caring and sympathetic manner.

While staying within the bounds of what is socially acceptable, she tends to be spontaneous, enthusiastic and quite optimistic in her approach to life. Fun loving, she will enjoy animated lively social events and activities. Spontaneity appeals to her. Her enthusiasm will rub off on those around her. This might at times propel her into rash action. In a group situation, she has a sufficient level of social boldness to relate to most people.

While she is likely to be as confident as most in group situations, she may feel a little uncomfortable if she suddenly becomes the centre of attention at a large social gathering. However, this unlikely to be an issue when discussing intellectual topics, when she is likely to be in her element. Generally preferring to work within a team, Sharon enjoys group participation and social recognition. She will tend to feel most comfortable working in a group setting, where she can share her thoughts with others.

As amenable and co-operative as most, she will generally not seek confrontation for confrontation's sake. Being moderately competitive, she should not be averse to meeting challenges. While capable of being outspoken on occasion, she should not be oblivious to others' sensibilities.

Temperamentally, Sharon is extremely trusting by nature and sees little reason to be suspicious of others' motives. An easygoing, affable group member, she may occasionally be accused of being too trusting and overindulgent, and consequently may have the wool pulled over her eyes. Believing strongly that people are genuine and honest, she will usually give them the benefit of the doubt. This strong inclination may make her appear rather credulous and there is a risk that she may be easily taken in.

In personal exchanges Sharon maintains a balance by not being overbearing nor being too easily dominated. She will assert herself or give way as the situation demands. She is no more or less assertive than most people. Restrained and particularly guarded, she will generally be sensitive to interpersonal issues and relatively concerned about the feelings of others. She will be disinclined to become involved in situations where restraint and composure are lost. Consequently she may wish to avoid challenging people when she perceives such a danger may exist. She has the capacity to convert people, whatever her cause is. She is likely to be quite concerned to avoid making social blunders.

THINKING STYLE

Sharon should, in most situations, be able to strike a balance between viewing things from an intuitive, subjective perspective and a rational, objective stance. While not being overly speculative in her approach, she is nonetheless likely to be as receptive to experiences and emotions as most. As receptive as most to new ideas, she will not reject established, conventional methods out of hand. Neither constantly seeking innovation, nor resistant to change, she tends to take the middle ground between established and radical methods in problem solving.

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

Having extremely high levels of self-control, Sharon's behaviour and attitudes are very much a function of social norms and internalised societal values and expectations. Thus she is extremely unlikely to have idiosyncratic or non-conforming beliefs. Having concern for her reputation and being rather status conscious, she will emphasise self-discipline and control. This should guard her against taking impulsive action and in resisting the temptations of the moment. Much of her behaviour may be influenced by what she considers to be socially acceptable. She may nonetheless be quite outspoken in the expression of her views in particular situations.

Extremely persevering and detail-conscious, she will accept and reliably discharge her responsibilities. Conscientious and extremely exacting in character, she appears to be driven by an overpowering sense of duty that controls her behaviour. As such, her quality of work and standard of behaviour should be highly consistent. She is likely to be a bit of a stickler for standards, which she may set unattainably high. In situations that threaten her well-structured environment, she may become possessive, clinging to established plans and systems. There is an element of meticulous inflexibility to her character, in part determined by her wholehearted acceptance of social and possibly parental values.

COPING STYLE

Sharon is currently experiencing fairly low levels of anxiety. Not unduly prone to mood swings, she should have sufficient energy to cope with life's demands. However, she may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional pressure. As resilient as most she should be capable of remaining calm in a crisis.

Relatively secure and self-assured, she is likely to be cheerful, optimistic and free of apprehension, regrets and self-doubt. Relatively sure of herself, and her intellectual abilities, she is likely to appear confident, especially in social settings. If things go wrong she is liable to blame the situation.

Sharon appears to others to be a fairly easy going and composed individual. She projects herself as a somewhat sedate individual who is not easily perturbed and is not usually moved to outbursts of anger or frustration. People may find her relaxed composure in the face of a crisis, reassuring. Only major frustrations and irritations are likely to upset her.

Reasoning Ability Results

Verbal Reasoning

Sharon's performance on the verbal reasoning test places her slightly above the average when compared to the reference group. Such a score suggests that her verbal reasoning ability is as good as, or slightly better than, that of most people. Consequently, she should generally be able to understand relatively complicated instructions and explanations and should be able to use words in a fairly logical, rational way. Although it may take her a little time to fully appreciate particularly complex verbal concepts, she should nonetheless be able to explain most ideas with a fair degree of clarity.

Numerical Reasoning

Sharon's performance on the Numerical Reasoning Test indicates that she has a particularly poor level of numerical ability and may have great difficulty understanding numerical concepts. This suggests that Sharon will not be particularly good at working with numbers and may not be able to fully grasp subtle numerical ideas. Consequently, she may have difficulty learning new numerical skills, even if these are taught in a very focussed, structured way.

Abstract Reasoning

Sharon's score on the Abstract Reasoning Test indicates that she has performed at a lower than average level when compared to the reference group. Such a level of abstract reasoning ability will enable her to grasp new concepts outside of her previous experience although it may take her a while to fully appreciate subtle ideas. She is likely to require a structured approach to learning in order to benefit from training and instruction.

GRT2 PROFILE CHART

Test	Raw	No. Attempted	General Reasoning Profile (GRT2)									%ile		
			Low			Medium			High					
			1	2	3	4	5	6	7	8	9			
Verbal	26	35 of 35												60
Numerical	6	11 of 25												4
Abstract	13	25 of 25												23

Norms used:

Verbal: 3059 Australian Applicants.

Numerical: 3042 Australian Applicants.

Abstract: 3044 Australian Applicants.

Areas for Further Investigation

The following section lists a number of points which can be inferred from Sharon's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

POTENTIAL STRENGTHS

- Will prefer to avoid excessive deliberation when making decisions.
- Will generally appear to be self-assured and confident.
- Will tend to maintain a disciplined control over the expression of her feelings and emotions, wishing to present herself positively.
- Will tend to have a high regard for people and is likely to give others the benefit of the doubt.
- Is likely to get close to colleagues and may be a popular team member/team leader.

POTENTIAL DEVELOPMENT NEEDS

- May tend to be overly impulsive, possibly not considering all the options.
- At times her self-confidence may be interpreted as complacency.
- Her behaviour may be influenced more by social values and the expectations of others than by her own needs and values.
- May tend to be too trusting and take others at face value.
- With a tendency to be highly communicative, she may have difficulty distancing herself from subordinates and will not greatly enjoy working alone.

Role Styles

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

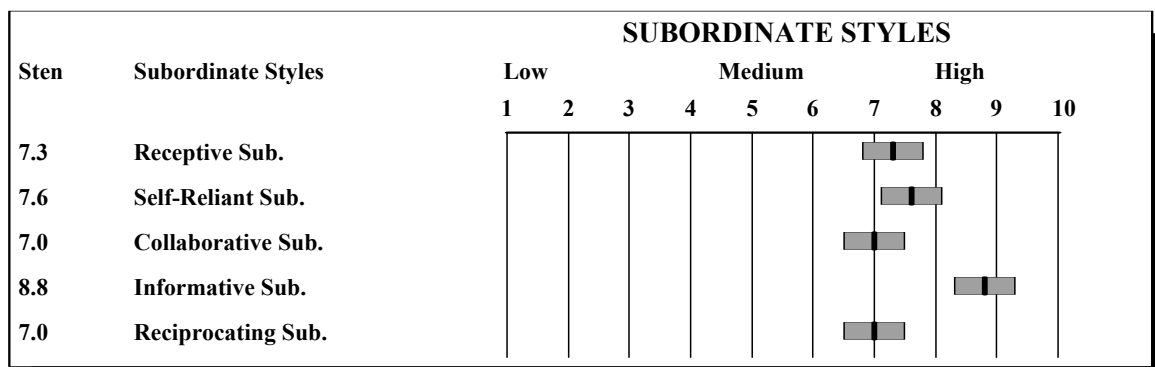
democratic in nature, Consultative Leaders typically make the final decision as to which of the varying proposals should be accepted. Hence, the effectiveness of this leadership style will be dependent upon the individual's ability to weigh the advantages and disadvantages of each of the varying ideas produced by the members of the group and their capacity to encourage them to accept a final decision that may not necessarily be that favoured by the majority.

SECONDARY LEADERSHIP STYLE: 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.

SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sharon 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 Sharon 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: INFORMATIVE SUBORDINATE

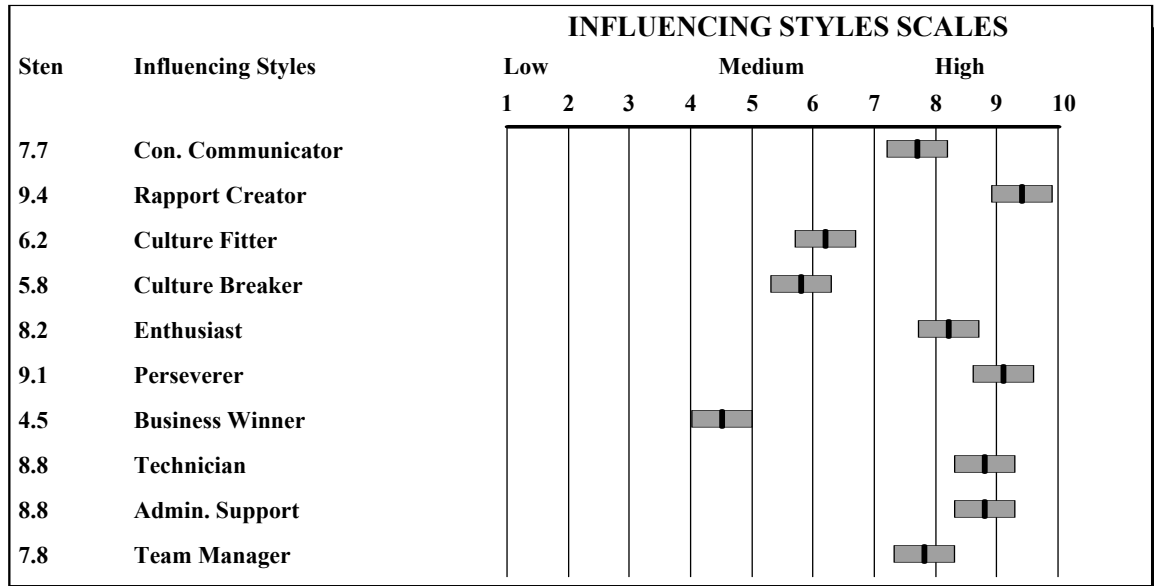
Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis usually means that their proposed solutions rarely have any major flaws. Consultative Leaders will value such individuals within their team, viewing them as a useful and reliable source of information.

SECONDARY SUBORDINATE STYLE: SELF-RELIANT SUBORDINATE

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

INFLUENCING STYLES

The Influencing Styles describe which of a range of styles Sharon 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 Sharon's 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 Sharon's predominant and secondary influencing style is provided.



PRIMARY INFLUENCING STYLE: RAPPORT CREATOR

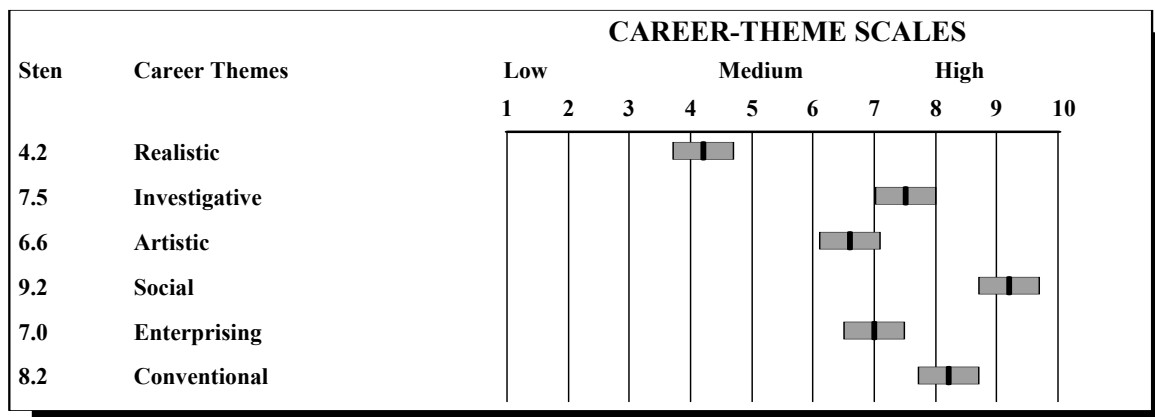
Rapport Creators are usually capable of building warm, friendly relationships with people in order to promote their ideas, services and products. They tend to be outgoing individuals who are genuinely concerned about addressing their clients' specific needs and requirements. They apply their ability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

SECONDARY INFLUENCING STYLE: PERSEVERER

The Perseverer is often a resilient and determined individual who creates opportunities to influence or sell through making contacts and following up leads with determination and persistence. It is unusual for the Perseverer to take rejections personally or to see them as an obstacle. They believe that by continually expanding the number of contacts they make and following up on opportunities methodically, they will ultimately be rewarded with success.

CAREER-THEME SCALES

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



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

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

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

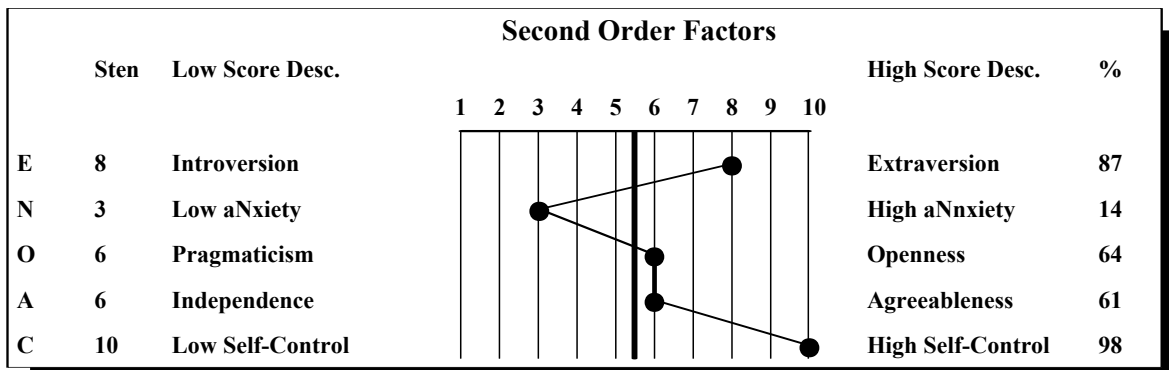
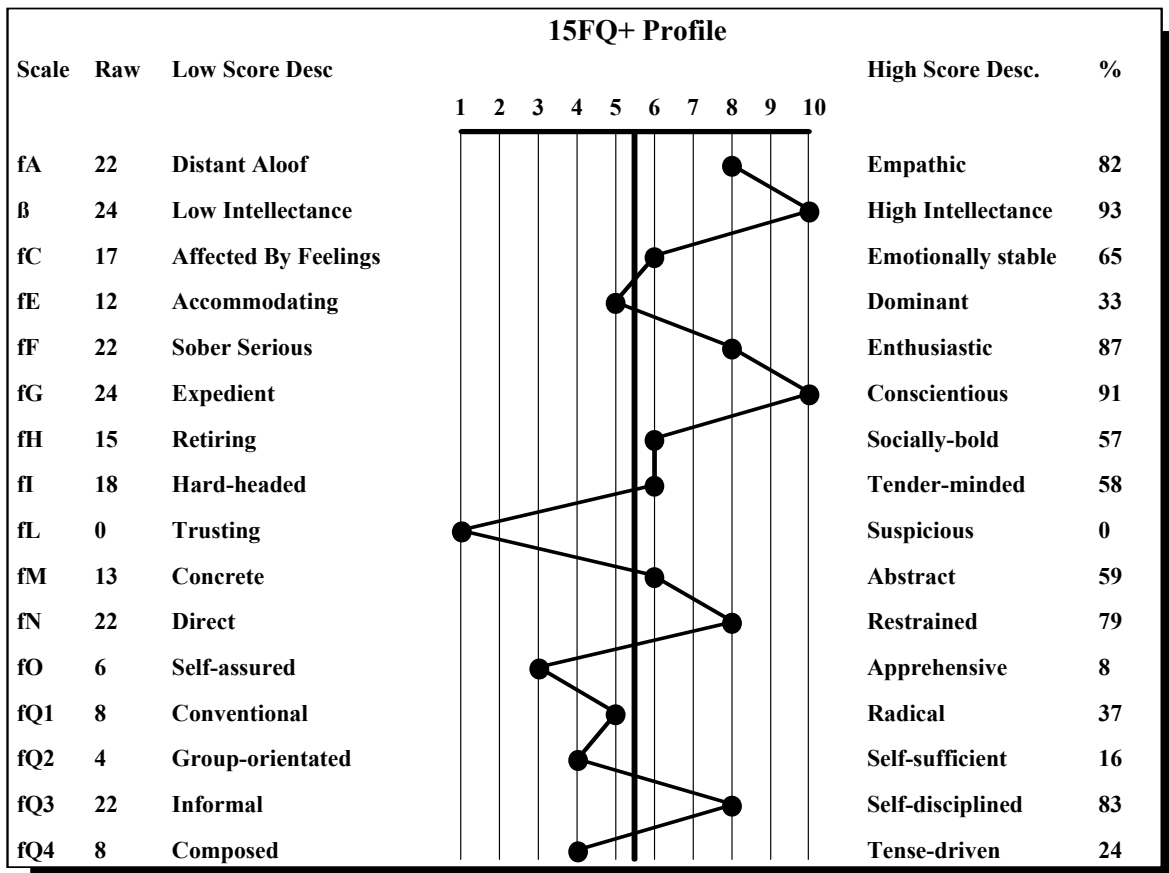
Social Theme: Activities centred on helping or caring for others. High scorers tend to express an interest in charitable work, involving caring for the elderly, children with special needs or counselling, teaching and generally assisting others to achieve their potential.

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

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

Technical Appendix

15FQ+ PROFILE CHARTS



Norms based on a sample of 1186 Professional Managerial.

End of Report