



CONFIDENTIAL REPORT

(COACH'S COPY)

for

**Ms. Mary Sample**

Tuesday, August 28, 2007

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# UNDERSTANDING THIS REPORT

## The Purpose of This Report

The Prevue Corporate Coach Report provides information that will assist a Coach in understanding Mary Sample's unique profile. It can also provide Ms. Sample with a better understanding of herself. The report provides insight into Mary Sample's personality profile and important work related characteristics. It is intended to assist the coaching or mentoring relationship by providing a starting point for meaningful discussion about Ms. Sample's personality profile and important work related characteristics. It is intended to assist the coaching or mentoring relationship by providing a starting point for meaningful discussion about Ms. Sample's values, needs and objectives. Further, the report should assist the Coach to ask pertinent questions and provide relative feedback and ideas that are tailored for Mary Sample.

The Prevue Corporate Coach Assessment is specifically designed to provide general work related information that will initiate a positive and effective coaching or mentoring experience. It is not intended for use in screening, selection, succession planning or other human resource management functions. The Prevue Assessment System, with its sophisticated job benchmarking features, would be the appropriate assessment product to address such human resource functions. For more information on the Prevue Assessment System, see [www.prevueonline.com](http://www.prevueonline.com).

## Where Does The Information in This Report Come From?

The information in this report is derived from Mary Sample's responses to the Prevue Corporate Coach Assessment. The Prevue Corporate Coach Assessment is comprised of the personality and interests inventories from the valid and reliable ICES Plus Assessment, a psychometric test battery developed in the early 1990's by View Assessments International Inc. under the direction of Dr. David Bartram, one of the world's leading psychometricians. The ICES Plus Assessment is the cornerstone of a number of established and respected employment and vocational assessment products including the Prevue Assessment System, the TotalView Assessment System and the Career Mapper Assessment. Those products have been used to assess more than one million people in North America alone. For more information about the ICES Plus Assessment, the Prevue Corporate Coach Assessment or the Prevue Assessment System, see [www.prevueonline.com](http://www.prevueonline.com).

## Recommendation

Both the Coach and the Coaching Candidate should read their copies of this Assessment carefully. We generally recommend the Candidate be encouraged to have her Assessment reviewed by a spouse or personal friend. Candidates are sometimes surprised to find the Assessment presents such an accurate profile.

# Total Person Description

Mary Sample

Ms. Sample is interested in people and would be most happy in a job that involves contact with others. She has little interest in abstract information and is only moderately motivated to work with tools or machinery. Although she can work with technology, she would perform best where she can take advantage of her preference for interpersonal activity and minimize working with data.

Ms. Sample is intensely competitive and requires a high level of individual recognition. While she can enjoy team work, especially if she is the leader, she may have difficulty in situations that demand close cooperation. She handles most confrontation easily and enjoys making decisions. She is assertive and usually direct in saying what she thinks but Mary Sample will compromise to maintain harmony in the workplace.

Mary Sample is an original and innovative thinker. As far as she is concerned, the rules are subject to interpretation, and unforeseen developments are more likely to stimulate than intimidate. She will often seek new ways to solve problems rather than follow established methods. Although preferring to act spontaneously, she is reasonably well organized and tidy. She can make plans and work in a controlled manner, but she is not upset if she has to abandon those plans to cope with unexpected events. Ms. Sample is stimulated by new developments and a changing work environment.

Mary Sample enjoys the company of other people and could be troubled by extended periods of solitude. Most people will find her to be friendly and personable. She is quick to talk to others and enjoys their attention. While she can listen effectively when concentrating, her instinct is to be the one doing the talking. Her enthusiasm is a tremendous advantage when presenting ideas. Though conversational and outgoing, Ms. Sample is also self-reliant and does not require constant social interaction. In a group setting, she will occasionally command attention but she is also comfortable as a quiet observer.

Her objectivity also helps her to take criticism well. Even when the criticism is personal or unjustified, she will be able to control any irritation or embarrassment.

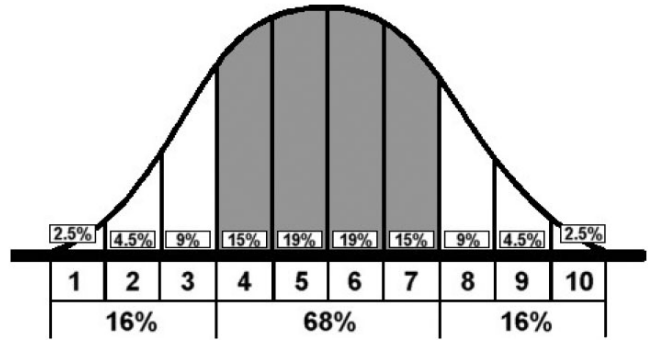
Mary Sample is aware of stress, but she will not allow it to deter her from reaching her goals. Consequently, she is able to remain positive and rational, even in dire circumstances. Her response will generally be in proportion to the situation and she will react as quickly as necessary. If her plans are disrupted or her proposals turned down, Ms. Sample can shrug off rejection and continue with her work.

The components of this Total Person Description are graphically displayed on the next page.

# Total Person Description

Mary Sample

The assessment scores collected from a large sample of the population, when graphed, produce a bell shaped curve as shown in the diagram to the right. The bell curve can be divided into ten equally wide dimensions called standard tenths or stens. The 1 to 10 scoring scale is used throughout the revueCorporateCoachAssessment\*\*. Approximately 16% of the population will have sten scores in the 1-3 ranges and 16% in the 8-10 ranges. The other 68% will score in the middle ranges 4-7.



## Motivation/Interests

	1	2	3	4	5	6	7	8	9	10	
Working with People				█	█	█	6	█			High
Working with Data			3	█	█	█	█				High
Working with Things				█	█	5	█	█			High

## Personality

	1	2	3	4	5	6	7	8	9	10	
Diplomatic				█	█	█	█	8			Independent
Cooperative				█	█	█	█		9		Competitive
Submissive				█	█	█	7				Assertive
Spontaneous			3	█	█	█	█				Conscientious
Innovative			3	█	█	█	█				Conventional
Reactive				4	█	█	█				Organized
Introvert				█	█	█	7				Extrovert
Self-Sufficient				█	█	█	7				Group-Oriented
Reserved				█	█	█	7				Outgoing
Emotional				█	█	6	█				Stable
Restless				█	█	█	█	8			Poised
Excitable				4	█	█	█				Relaxed
Frank				█	█	6	█				Social Desirability

Each of the personality and interest dimensions displayed above are examined in more detail in the next section of the report that describes Mary Sample's Individual Characteristics.

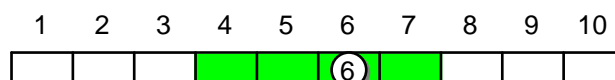
# Individual Characteristics

Mary Sample

This section of the report provides more detailed information on each of the interests and personality dimensions shown on the preceding graph. First is a review of Ms. Sample's responses to three recognized interest scales, working with people, working with data and working with things. This is followed by an examination of twelve personality dimensions which are based on four established major personality scales, independence, conscientiousness, extroversion and stability (ICES). These major scales provide a measure of the overall structure of personality. Each of the major scales is supported by two related minor scales that provide a richer description of personality. The examination of the personality scales is followed by a social desirability scale which checks for consistency in the responses to the questions in the personality section. For more information on the origin and development of the interests and personality scales, see [www.prevueonline.com](http://www.prevueonline.com).

## Working With People

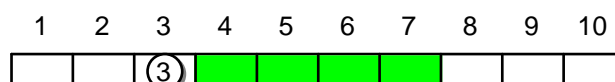
Mary Sample shows an average level of interest in work that involves dealing with people. She is likely to prefer employment with some contact with others and would not be happy working on her own all the time.



**COACH'S TIP:** Being motivated to work with people, Mary Sample should be inclined to do interpersonal tasks, including training, supervising or negotiating. If her job requires a high level of social contact and sustained relationships with others, she may need some support. You could promote her interest in working with people and build on her moderate tendency to socialize by modelling appropriate behaviour. You might also encourage her participation in any structured activity that requires face-to-face communication with others.

## Working With Data

Mary Sample is slightly interested in working with data, but she lacks real enthusiasm for information. This could be an advantage if peers or clients share her views. Because she is disinclined to work with data, she may find job scheduling, detailed paperwork, and record maintenance to be tedious chores.



**COACH'S TIP:** If Ms. Sample's job requires work with data, you might want to investigate her minimal enthusiasm for information. She may avoid data-related chores because she needs updating in information management. If so, you could recommend a course in logic as this is a more stimulating approach to data gathering and analysis. Similarly, training in file management and data structures would help her to keep orderly statistics and accounts. On the other hand, you may find that she only needs technical or clerical support to give more attention to administrative duties.

# Individual Characteristics

Mary Sample

## Working With Things

Mary Sample expresses an average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Generally, she will prefer a hands-on approach to designing, managing or working with things. She will probably like working with electronic devices and should apply herself well when using new technology.

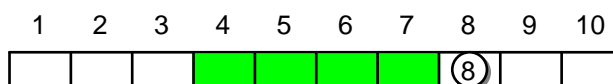
**COACH'S TIP:** If a fully-developed mechanical faculty will help Ms. Sample to achieve her business goals, you might want to reinforce her moderate inclination to work with things.



## Diplomatic / Independent

Mary Sample tends to act independently. She has a strong determination to win and to reach goals, and she is often ready to argue for her point of view. She can be skeptical of debate because her convictions are firm. Subordinates may view her as hard-headed but she still believes in team effort and will not knowingly alienate others. Although she is ambitious, she can be considerate of others and is therefore entirely competent if she applies the right trait at the right time.

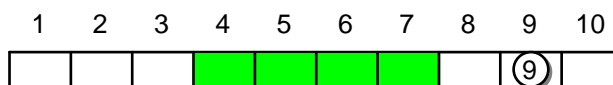
**COACH'S TIP:** Because Ms. Sample can be hard-driving and determined, you may want to focus on specific abilities such as listening skills and goal setting to ensure the most effective use of her will to win. She may particularly need support if she leads a team of a highly competitive subordinates. If so, you may want to encourage her to develop her diplomatic skills.



## Cooperative / Competitive

Mary Sample describes herself as a very competitive, goal-oriented person. She plays to win and hates to lose. She strives for success and may seem to have minimal concern for others. These traits are invaluable in meeting deadlines or leading a fractious team.

**COACH'S TIP:** If Ms. Sample perceives herself as competing with her subordinates, her will to win may be counter-productive. You might consider training that preserves her need-to-succeed while encouraging her to be more cooperative. In addition, if warranted, you could work on her soft skills to improve listening and negotiating techniques, as well as goal setting for the group rather than the individual.

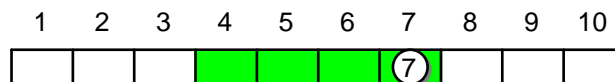


# Individual Characteristics

Mary Sample

## Submissive / Assertive

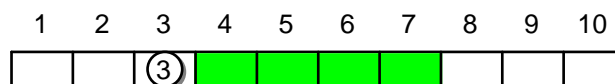
Mary Sample is both self-assured and tactful. She can yield to others when that is the best course, but her inclination is to promote her own views. For most assignments, these are good qualities for teamwork.



**COACH'S TIP:** While Ms. Sample may be sufficiently democratic in her views, if a particular assignment calls for extreme tact, you may want to focus on the value of her reasonably compliant nature. Similarly, if a project calls for strong leadership, you could consider advanced assertiveness training to build on her inherent self-confidence.

## Spontaneous / Conscientious

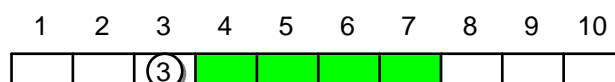
Mary Sample is more comfortable in a less structured environment. Flexible and responsive to change, she should be creative in crisis management but she may not cope as well with mundane tasks. She tends to prefer unorthodox work habits.



**COACH'S TIP:** Because Ms. Sample is so spontaneous, you may find that she is tempted to disregard corporate policies or procedures. If this behavior becomes counter-productive, you could offer self-help materials on impulse control. Similarly, if you perceive that her unorthodox work habits are tending to sloppiness, you might conclude that training in planning and time management would be beneficial.

## Innovative / Conventional

Mary Sample is strongly innovative and flexible, believing that rules can be interpreted loosely. She will seek new solutions to problems rather than following traditional methods. While this can be a good approach to many problems, it may detract from her leadership ability if she appears too casual about guidelines or regulations.



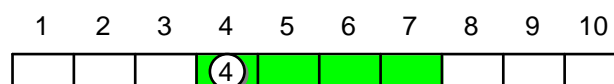
**COACH'S TIP:** If Ms. Sample works in a highly structured environment, you may want to reinforce the value of due process and the importance of company procedures and policies. Alternatively, if Ms. Sample is in a fast-paced, ever-changing job with few guidelines, you may only need to act as a sounding board for her new ideas.

# Individual Characteristics

Mary Sample

## Reactive / Organized

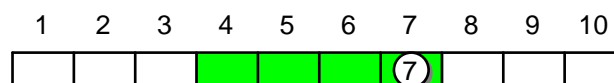
Although fairly well organized, Mary Sample will prefer to react quickly to last minute changes or unforeseen developments. She usually finds the right balance between administrative tasks and professional objectives, but she may be inclined to focus on the overall picture and overlook details.



**COACH'S TIP:** If Ms. Sample's slightly above-average reactivity could lead to problems, you might advise a course in situational management. Also, journal-keeping and advanced time management could be used to increase her nearly-average organizational skills. Alternatively, if Ms. Sample's role demands an extreme level of reactivity, you may want to encourage this trait with brainstorming, open discussion, and other creativity exercises.

## Introvert / Extrovert

Mary Sample is moderately extroverted and enthusiastic about being with people, but she can also work alone and be reasonably content with her own company. Her people skills are very likely to be good and, generally, she has the right amalgam of extroversion and introversion. On occasion, she might act impulsively but she can usually tolerate mundane tasks such as paperwork and administration.



**COACH'S TIP:** Consider showing Ms. Sample how she can best use her interpersonal and communication skills to achieve corporate goals. Also, if you observe that she defers repetitious tasks more often than is warranted by her job, you might try reinforcing the importance of mundane work and advise scheduling techniques that will allow varying the time and sequence of commonplace duties.

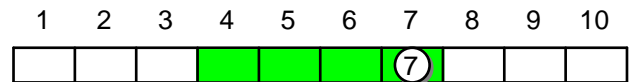
# Individual Characteristics

Mary Sample

## Self-Sufficient / Group-Oriented

Although Mary Sample likely prefers varying tasks in a lively environment, she is self-sufficient enough to work quietly on her own. When she sets her own goals for accuracy and accomplishment, she will likely show increased motivation to achieve corporate objectives. Without the recognition of the group, however, she may be less inclined to exert herself in detailed work. She is happiest in work situations where she has considerable contact with others.

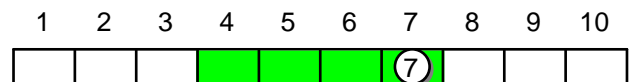
**COACH'S TIP:** If circumstances demand that Ms. Sample must do monotonous and/or exacting tasks in isolation, she may need your support to develop more autonomy and tolerance for repetition. You may want to encourage her to develop her moderate self-sufficiency. However, if she usually works with many people in an open plan setting, you may find that Ms. Sample needs minimal coaching regarding this trait.



## Reserved / Outgoing

Outgoing and talkative in a social setting, Mary Sample can hold back and be quiet during "strictly business" events. While she will handle most routine tasks well, she more likely prefers variety and challenge. She probably has a good blend of social skills, but emotionally needy co-workers could misunderstand her informality and openness.

**COACH'S TIP:** If many of Ms. Sample's tasks require restraint and propriety, you can readily build on her modest inclination to be reserved, but she will likely need minimal support for ad hoc assignments.



## Emotional / Stable

Calm and confident for the most part, Mary Sample is emotionally stable. These qualities enable her to deal efficiently with staff predicaments, career setbacks, or unrealistic expectations of supervisors or subordinates. She can be wary of other's motives and would likely react quickly and appropriately to anyone who tried to take advantage of her easygoing nature.

**COACH'S TIP:** Ms. Sample has good coping skills and may only need your intermittent guidance to remain dispassionate about resolving contentious issues. If she wants your help to keep her cool demeanor, you might consider stress management and relaxation exercises to ease tension. You may also consider encouraging her to take a more emphatic approach when necessary.

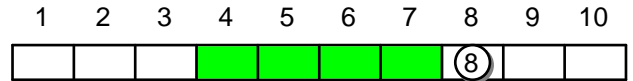


# Individual Characteristics

Mary Sample

## Restless / Poised

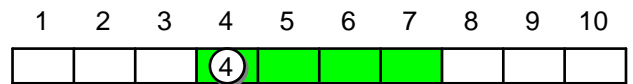
Mary Sample is usually calm and unruffled, and able to cope well with pressure. She tends to be tough-minded in dealing with criticism and rejection. For the most part, she can maintain her composure even if embarrassed or upset because she is aware of stress but not deterred by it. Subordinates and peers alike will appreciate her poise in all but the most trying circumstances.



**COACH'S TIP:** If Ms. Sample seeks your assistance, you might encourage her to be more alert to other's motives and less removed from her own feelings. Role-playing exercises would encourage her to be more empathetic. However, if she needs an even higher degree of self-control, you might advocate stress and anger management courses.

## Excitable / Relaxed

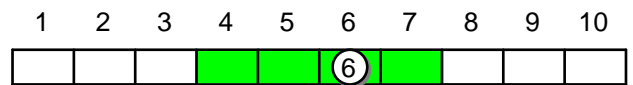
Occasionally excitable and anxious, Mary Sample will handle most business problems without losing her composure. If others interfere with her work and things are not going well, she might worry and complain but she will strive to recover her equanimity. Although she may be skeptical at first, she will usually trust and accept people at face value.



**COACH'S TIP:** If Ms. Sample's job requires her to be exceptionally relaxed, you might consider enhancing her coping skills with advanced relaxation techniques, stress management, and trust exercises.

## Social Desirability

Ms. Sample describes herself as being well aware of social rules and expectations, and generally conforming to them. She has presented a frank and fair picture of herself in this assessment.



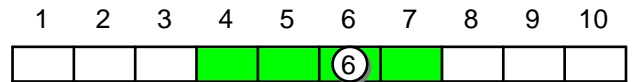
# Approach To Work

Mary Sample

This section of the Prevue Corporate Coach Report provides information on your response to a number of work related subjects or situations. Each of the Approach to Work scales is derived from one or a composite of the personality scales reviewed in the Total Person and Individual Characteristics sections of this report. The information in this section should provide a better understanding of your natural approach to several significant work situations or requirements that are experienced in various types of employment.

## Focus On Work

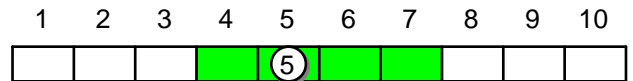
WORKS TO LIVE (1) VS. LIVES TO WORK (10):- The Focus on Work scale provides information on the importance of work to Ms. Sample.



Some see work as a means to an end while others define themselves by their work. Work is very important to Mary Sample but not at the expense of home or family. If conflicts arise between home and work, her personal life will sometimes take priority. Long or irregular working hours could be inconvenient for her. Leading a full social and business life, she may sometimes be overextended but the social skills she develops in her leisure activities should translate well to business.

## Approach to New Ventures

CAUTIOUS (1) VS. OPTIMISTIC (10):- This scale distinguishes those who approach new ventures or issues with caution from those who approach new ventures with optimism.



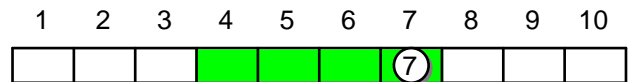
Mary Sample is a well-grounded individual who is inclined to hold some pessimistic views. Although she could be uneasy about voicing negative opinion, she would not hide her concerns. Given her regard for consequences, she will proceed cautiously with new and potentially risky ventures. She recognizes that there are dangers in the business world but it is largely an exciting, rather than hostile, place for her.

# Approach To Work

Mary Sample

## Leadership Style

DEMOCRATIC (1) VS. COMMANDING (10):- Leadership Style is measured from 1 for those who prefer a nurturing style of leadership to 10 for those who are naturally inclined to a more demanding Leadership Style.



Mary Sample has a nearly balanced approach to leadership with a moderate inclination to be explicit and directive. In a crisis, she can take command and make certain that the team knows what must be done and when. On the other hand, when a gentle approach is needed, she will function as the "guide on the side" with a more democratic style.

## Preference for Change

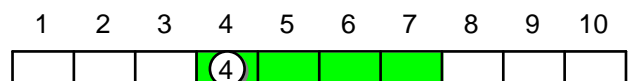
LIKES ROUTINE (1) VS. LIKES CHANGE (10):- This scale identifies where Ms. Sample fits in the continuum between a structured environment with a fixed routine and a dynamic fast changing working environment.



Mary Sample prefers tried and tested methods, but she recognizes change is sometimes required and she usually reacts well to rational shifts in personnel or corporate structure. Whenever possible she adapts standard policy for new agenda. If and when there is a clear requirement for it, she will invent new policy. In short, she will not seek change for change's sake or because it is exciting, but rather because it provides a better solution.

## Approach to Conflict

FORCEFUL (1) VS. ACCOMMODATING (10):- This scale distinguishes those who are forceful in their approach to conflict from those who avoid conflict by being accommodating.



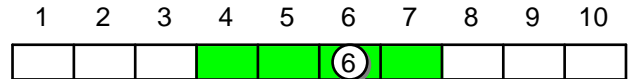
While Mary Sample does not lack soft skills, she prefers a direct, even somewhat forceful, approach to conflict. Because she is sure of herself, she is efficient in debate and confrontation and will only occasionally be worn down by the impact of others. In highly-charged, emotional situations, she should be able to switch to a more moderate, accommodating style of conflict resolution.

# Approach To Work

Mary Sample

## Compensation Preference

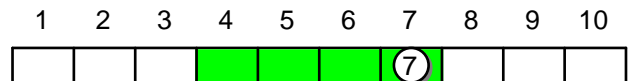
**FIXED SALARY (1) VS. COMMISSION/BONUS (10):-** The Compensation Preference scale identifies whether Mary Sample is more motivated to work by a secure salary or by performance based remuneration.



Mary Sample slightly prefers bonus or commission over a fixed salary, but she will readily agree to a blended package of compensation. If a sizable portion of her compensation is steady income rather than the excitement of profit-sharing or performance-based earnings, she may need some support to accept this. However, she will not risk things of real importance. She likes the challenge of new ventures as long as she can think things through and be ready for potential problems.

## Approach to Self Promotion

**RELUCTANT (1) vs. ASSURED (10):-** People who score 1 on this scale are reluctant to put themselves forward while those who score 10 are extremely assured.



Nearly always willing to present her own ideas or products, Mary Sample is generally successful at selling herself. If she is hesitant to put herself forward, this pause comes not from lack of commitment but more likely from concern about her audience. Thorough preparation and, if necessary, rehearsal would build her confidence and help her to do her best work.

## Approach to Risk Taking

**CAREFUL (1) vs. DARING (10):-** This Approach to Risk scale is measured from 1 for avoidance of risky behavior to 10 for willingness to engage in risk.



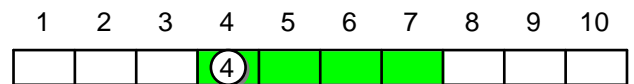
Although sometimes tempted by chancy behavior or quick decisions, Mary Sample will act appropriately in most situations and expediently in a crisis. She will avoid unnecessary risk, particularly if it could lead to accidents, damage or loss. She prefers to refrain from ad hoc solutions but, if matters are pressing, she can react swiftly, even impulsively. Those who value steadiness will like her typically mindful approach. Others, who want quick answers and fast actions, will appreciate her competent performance.

# Approach To Work

Mary Sample

## Approach to Listening

CONTROLLING (1) VS. SYMPATHETIC (10):- The Approach to Listening scale is measured from 1 for a person who tends to dominate a conversation to 10 for a person who is an exceptionally sympathetic listener.



Mary Sample tends to be enthusiastic about her own ideas and sometimes leaves little opportunity for others to express theirs. Being outspoken and self-confident, she may well talk for others if they hesitate to speak. Similarly, if peers or subordinates are strident, she may only hear the tone of their words and could miss their meaning. She could be encouraged to develop her active listening skills such as paraphrasing, questioning, and neutral repetition. Setting specific goals to promote more dialogue would increase the involvement and contributions of others.

# Validity

Mary Sample

The rules for identifying patterns of responses in the Personality Section of the Prevue Corporate Coach Assessment which might be "invalid" include systematic, but non-meaningful response patterns, omissions and excessive use of the "B" answer option. Systematic, but non-meaningful response patterns occur when the distribution of the responses differ from the norm and are considered unusual. The omission rule occurs if more than three responses are omitted in a given scale, making the results appear more average than they are. The "B" answer rule is affected by the total number of "B" responses selected. The candidate had the choice of an "A", "B", or "C" for every question in the Personality Section of the Prevue Corporate Coach Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

The total number of "B" responses chosen for this report was: 110

This number of "B" choices is excessive and could affect the validity of this report by making the candidate appear more "average" than they really are.