

Sample Company

TotalView Report

Selection
> **Coaching**
Individual
Succession Planning
Working Characteristics

on

Alicia Sample

regarding the position of

VP Operations

03/17/2003

Distributed By:
Training House Demos

NOTICE: If the candidate has completed the assessment without supervision, please note the qualifications regarding unsupervised testing under "Validity" on the last page of this TotalView Report.



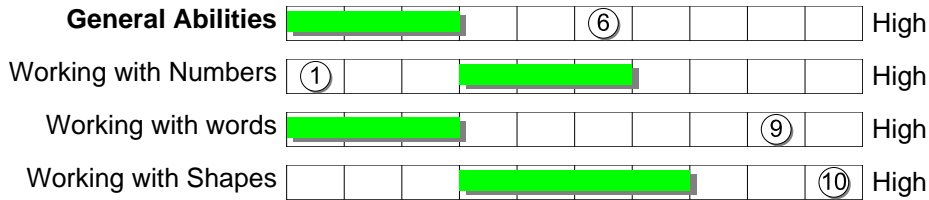
TotalView Benchmark

Alicia Sample

VP Operations

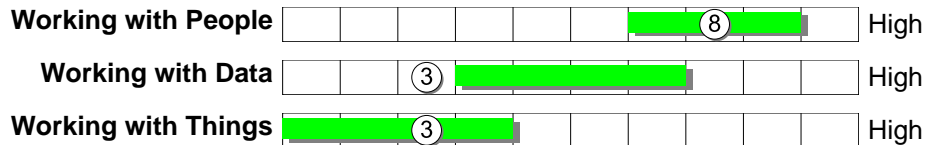
Abilities

1 2 3 4 5 6 7 8 9 10



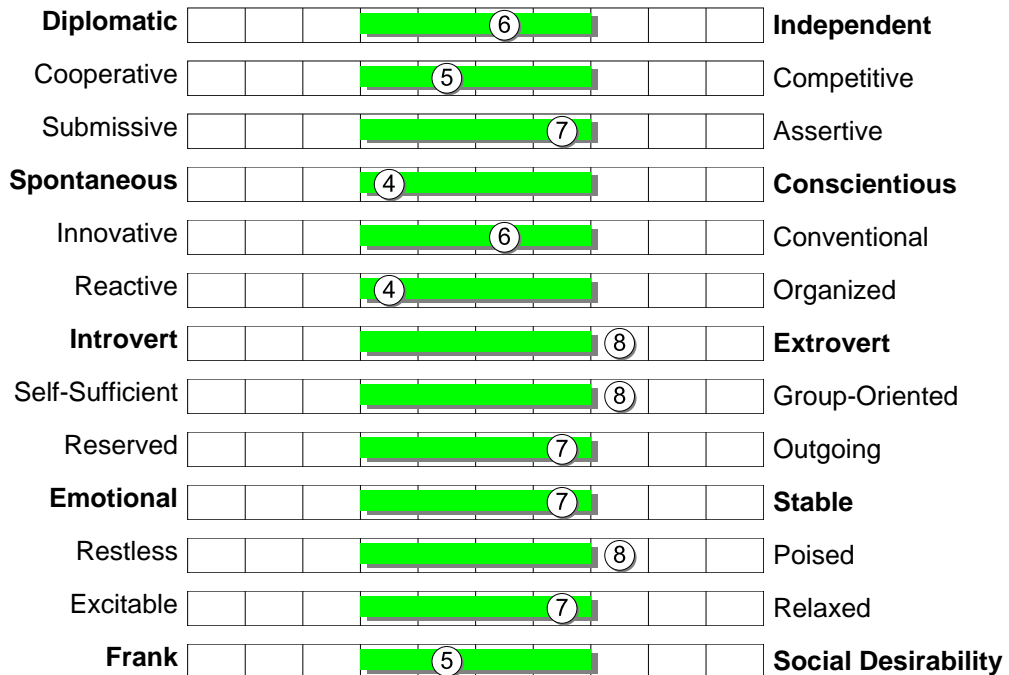
Motivation/Interests

1 2 3 4 5 6 7 8 9 10



Personality

1 2 3 4 5 6 7 8 9 10



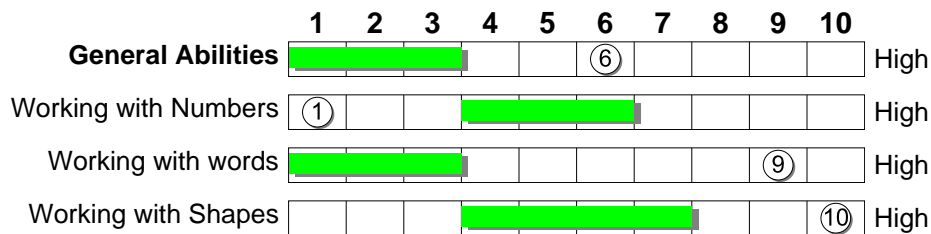
A TotalView benchmark illustrates the required characteristics of various jobs, as decided by management. The shadowed areas shown above graphically represent the Benchmark for this VP Operations position. The number on each scale is Alicia Sample's actual score.

How to Use the TotalView in the Coaching / Training Process

One of the challenges management faces in coaching and training individuals is the process of correctly identifying developmental needs. The TotalView Coaching Report provides specific coaching and training information by simply matching Ms. Sample's assessment to this VP Operations benchmark. For each particular requirement in the benchmark, the manager or training professional is provided with a starting point that identifies the appropriate skills or competencies required for the VP Operations position.

Coaching Areas Off the Benchmark

What follows are areas where Ms. Sample did not match this VP Operations benchmark. A brief explanation of the score result and the benchmark is also provided, along with suggested behavioral interview questions.



It will be evident that Ms. Sample does not fall within the benchmarks for all of the dimensions of Abilities for this VP Operations position.

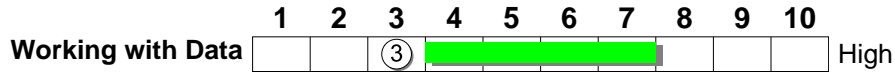
A score above any of the Abilities benchmarks will not generally be detrimental to overall performance. However, consideration should be given as to whether the position will provide sufficient challenge, stimulation, and opportunity for Ms. Sample.

A score below any of the Abilities benchmarks can be significant. Such results suggest that Ms. Sample may have difficulty in quickly and effectively addressing and completing those aspects of the job where she is below the benchmark.

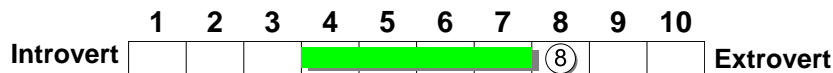
Coaching / Training

Alicia Sample

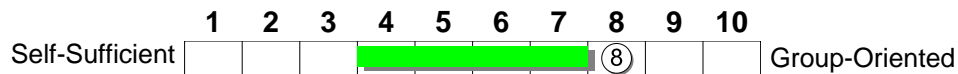
VP Operations



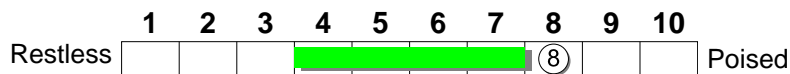
Because Ms. Sample is disinclined to work with data, she may find job scheduling, detailed paperwork, and record maintenance to be onerous chores. If a VP Operations has limited enthusiasm for these tasks, she may need updating in current information-management techniques. A course in logic (possibly a night school program) might remedy this problem. Similarly, training in file management and data structures would help her to keep orderly statistics and accounts. Coaching for Ms. Sample should encourage attention to the administrative duties of her position. With appropriate training, Ms. Sample might develop more interest in working with data.



Ms. Sample is a lively person who enjoys being at the center of things. She probably has good listening and social skills, but these should be assessed because a good talker is not always a good listener. Communication and people skills are vital in management. She should be instructed to use her interpersonal skills to meet corporate objectives. This VP Operations may also be inclined to act on impulse. If she seeks excitement, repetitious tasks might seem boring; she could be tempted to postpone these. Coaching should cover scheduling techniques that will allow one to vary the time and sequence of mundane tasks, while reinforcing their importance.



Socially active, Alicia Sample thrives in a lively environment. She needs to be part of the group, but not necessarily the leader. While these traits are assets when dealing with people at any level, a management position also requires considerable self-sufficiency. Coaching for Ms. Sample should promote autonomy, attention to detail, and tolerance for repetition.



Alicia Sample has a positive, rational outlook and copes well with challenges and setbacks. She is aware of stress, but is not deterred by it. Others will appreciate her poise. She can maintain her composure, even if embarrassed or upset. While these are superb characteristics for a VP Operations, it is possible to be too contained. Coaching for Ms. Sample should encourage her to reveal her feelings a little more. For example, when an executive is delighted with a project, Ms. Sample might want to act more celebratory, to let this person know that Ms. Sample is pleased as well. Similarly, if an employee is angry or disappointed when faced with a job change, a more "feeling" response from Ms. Sample would be taken as empathy, not lack of control.

Note:

The Total Person is a combination of all the elements Ms. Sample completed in her TotalView Assessment.

Ms. Alicia Sample has superior skills with words and with shapes, and lower-than-average skills with numbers. Assignments that involve reading and writing text will be easy for her. She should have no difficulty with most paperwork or written language, and she should excel with written material. She is also well-equipped for assignments that involve mental manipulation of shapes or objects. She will have no difficulty doing any work requiring visual imagery. She will also be quick to interpret multi-use graphs, to follow complex diagrams, to read blueprints, and to estimate space requirements. These tasks will allow Ms. Sample to make the most of her excellent spatial ability. Her combination of superior spatial and verbal reasoning would also enable her to do well in assignments combining visual imagery and text. These could include desktop publishing and graphic arts. Compared with other workers, however, she will be slower to learn any new tasks requiring numeric skills. To achieve competence in these tasks, Ms. Sample will need additional instruction.

Ms. Sample is powerfully motivated to work with people, but not at all interested in data or things. She is, therefore, happiest doing tasks that call for social interaction. She is not easily engaged by either manual or highly academic tasks that have nothing to do with people. Any equipment she operates should be relatively simple and reliable, as she is not mechanically inclined.

Ms. Sample is a good team player, assertive yet still considerate of others. Relationships are important to her, and she sees mutually cooperative efforts as being the most effective. She will assert herself in some situations, but not so far as to compromise team spirit. With appropriate encouragement, Ms. Sample can assume the role of group leader. She can deal with confrontation except in the most extreme cases. She will often be outspoken, but in very competitive situations with new acquaintances, Alicia Sample is more likely to defer to others.

Alicia Sample is consistent in her approach to problem-solving, tending to rely on proven practices and procedures, unless there is a compelling reason to change. She recognizes the value of planning, and generally displays adequate time-management skills. At the same time, she can react to unexpected changes easily. This is a very strong combination for most businesses, because it results in reliable performance backed up by the flexibility to meet sudden changes in the marketplace.

Alicia Sample prefers to work in the company of others. She believes that the more people involved, the better the outcome. Extended periods of solitude will be frustrating for her. Often wanting to be in the spotlight, she will usually lead any discussion. She enjoys meeting new people and exploring new ideas. She often acts impulsively. Long-term assignments must include variety, or else she will lose interest. Ms. Sample will not tolerate a great deal of monotony; she will thrive on challenging assignments, particularly if these contain an element of risk.

Alicia Sample accepts people as they present themselves and easily gives them her trust, but she is not naive. 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 and embarrassment.

Ms. Sample tends to think that few worthwhile goals can be achieved without challenges or setbacks. 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 are turned down, Ms. Sample can shrug off rejection and continue with her work.

Individual Traits

Alicia Sample

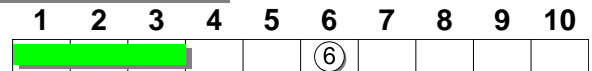
VP Operations

NOTE:

The individual traits on the following pages are descriptions of Ms. Sample's characteristics as determined by the TotalView Assessment. The 1 - 10 scoring scale used throughout the TotalView Assessment is called a "sten scale". Sten simply means the standard tenth of a normal bell curve. Approximately 16% of the population will have sten scores in the 1 - 3 range and 16% will score in the 8 - 10 range. The other 68% of the population will score in the middle range of 4 - 7.

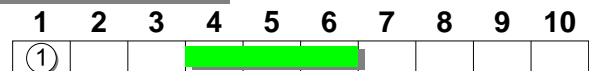
General Abilities

Alicia Sample has a level of speed and accuracy in reasoning and problem-solving that indicates she is as able as most other adult workers. She can learn and absorb new information without too much difficulty. She is efficient working in an environment that makes reasonable demands; however, under high levels of mental work load, she may find it difficult to cope.



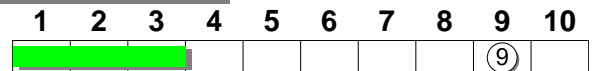
Working with Numbers

Ms. Sample shows a well-below-average capacity for speed and accuracy in numerical reasoning, when compared with others. She is likely to take longer than most other people in dealing with information that is derived from simple numbers.



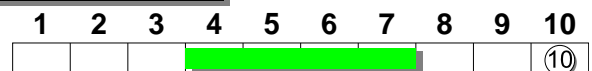
Working with words

This indicates a well-above-average level of ability to use language as a vehicle for reasoning and problem-solving. When compared with other adults in the general working population, Alicia Sample is extremely quick and accurate in her language skills.



Working with Shapes

This indicates superior skills in spatial ability. Ms. Sample is in the top percentile in both speed and accuracy when reasoning with information that involves mentally manipulating shapes and objects. She will feel at ease working with plans and diagrams, and will be able to relate working drawings and schematics to actual objects and products.



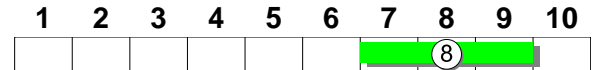
Individual Traits

Alicia Sample

VP Operations

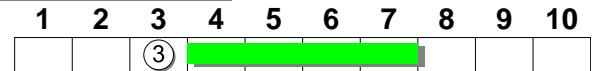
Working with People

Ms. Sample is likely to be very interested in work that involves considerable contact with people. This may be at a complex level, rather than just making contact. People with scores in this range are unlikely to feel satisfied in jobs in which interaction with people does not play a significant role.



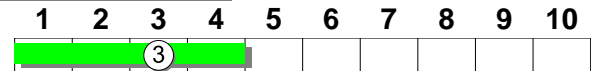
Working with Data

Alicia Sample indicates that she is a person who has a below-average level of interest in working with data. Individuals like Ms. Sample usually avoid jobs where they spend time analyzing or compiling and computing figures, symbols, statistics, and accounts.



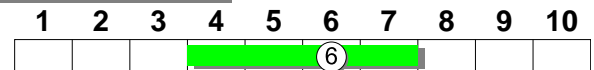
Working with Things

Alicia Sample expresses a low level of interest in work that involves inanimate objects such as machinery, tools, or equipment. Such people are not likely to be interested in working with machinery, computers, and so on.



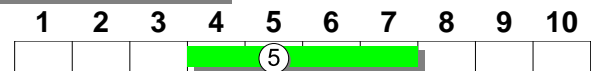
Diplomatic / Independent

Ms. Sample shows balance between a desire to compete and win and a wish to coordinate team goals. She may occasionally be controversial and argumentative when advancing her own point of view, but in other circumstances will be more concerned with maintaining the team spirit and team effort. Such people are good at getting things done while still respecting the needs of those around them.



Cooperative / Competitive

She describes herself as a person who is both competitive and team-minded. She can work quite well motivating herself, while building team spirit and cooperation. She compromises her need to achieve with the need to maintain relationships.



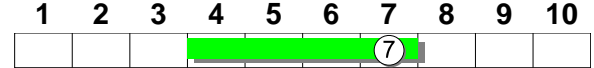
Individual Traits

Alicia Sample

VP Operations

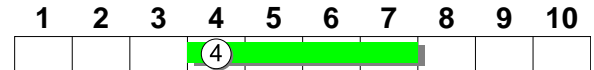
Submissive / Assertive

Depending on the situation, she can be assertive and outspoken. In groups, Ms. Sample is likely to promote herself as the leader or spokesperson. In disputes, she will tend to affirm her position.



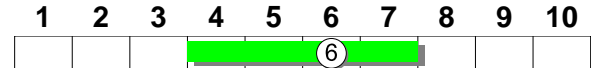
Spontaneous / Conscientious

She is flexible and spontaneous, and works well with change and innovation. Occasionally impulsive, she will occasionally need to be reminded of the framework in which she is operating.



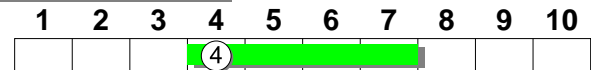
Innovative / Conventional

Alicia Sample sees herself as someone who is reasonably conventional and who takes a balanced approach to change and innovation. She will prefer not to change for change's sake. However, when necessary, Ms. Sample can cope with adjustments that have to be made.



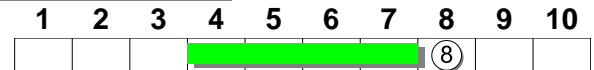
Reactive / Organized

She prefers to focus on the overall picture, rather than deal with the fine details. Ms. Sample does some degree of planning, yet remains capable of responding to spontaneous events.



Introvert / Extrovert

Ms. Alicia Sample is an extrovert, seeking stimulation from the company of others. Generally energetic, she seeks to be the center of attention. Her fellow workers will see her as high-spirited and impulsive at times.



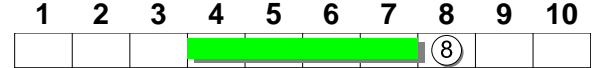
Individual Traits

Alicia Sample

VP Operations

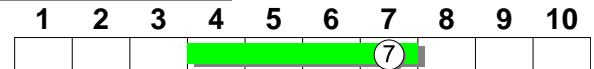
Self-Sufficient / Group-Oriented

She is a sociable person who desires to be supported by others in a lively environment. A quiet time alone to reflect and recover is the exception rather than the rule. She is also happiest in work situations where she has considerable contact with others.



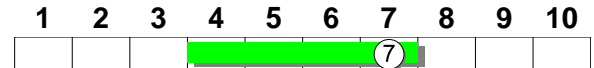
Reserved / Outgoing

Although Alicia Sample likes to be the center of attention, there will be times when she may avoid the spotlight. Ms. Sample prefers variety in her work. Individuals like Alicia Sample are happy with a moderately exciting life, and can be risk-takers at times.



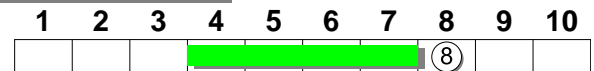
Emotional / Stable

As a relaxed and easygoing person, she is able to face most setbacks with calmness and ease. She rarely gets irritable or upset, because she is fairly secure in herself, and self-assured even under normal stress.



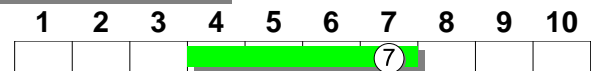
Restless / Poised

Ms. Sample is calm and unruffled, able to cope with her work in a fairly detached and rational way. An individual like this tends to be tough-minded in dealing with criticism and rejection.



Excitable / Relaxed

Usually she is calm and relaxed in response to most situations. For the most part, such people are able to manage their problems without anxiety. It should not be difficult for her to cope with very demanding, high-pressure jobs.



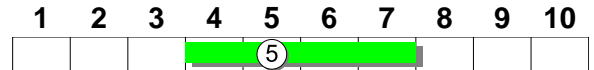
Individual Traits

Alicia Sample

VP Operations

Social Desirability

Alicia Sample describes herself as someone who is aware of social rules and expectations, but does not always conform to them. There is no indication that Ms. Sample has not presented a reasonably frank picture of herself on the other scales.



VALIDITY:

The rules for identifying patterns of responses in the Personality section of the TotalView Assessment that 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. Any omitted item in a scale is coded as a "B" answer. 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 TotalView 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: 7

This number of "B" choices is within acceptable levels. The results of the Personality section of this Report had meaningful response patterns. Therefore, the data presented in this TotalView Assessment can be considered accurate and reliable.

ICES Assessments Systems Inc. advises users that the TotalView Assessment should provide not more than one-tenth to one-third of any human resource planning process. The remainder of the process, including the Candidate's work history, interview, and succession plan, should be used in association with the results of this Report.

The Benchmark used for this Report was designed by a method other than a Concurrent or Job Description Survey. Except when designed by a professional, ICES Assessment Systems Inc. recommends that all Benchmarks be designed by the Concurrent or the Job Description Survey, or a combination of both methods.

When properly implemented and used in conjunction with other normal coaching and training tools, this Assessment will help to ensure that employees are treated fairly without regard to race, color, religion, sex, or national origin.

NOTICE: REGARDING UNSUPERVISED TESTING

The TotalView Assessment has been designed to be administered to candidates in a controlled environment under the supervision of a proctor. Proper supervision in a controlled environment ensures that:

The person who completes the Assessment is in fact the candidate;

Rapport is established between the candidate and the test supervisor;

All candidates who take the Assessment in respect of a particular human resource decision complete the Assessment in similar conditions;

A candidate's responses are not affected by collusion with others or by other actions that would invalidate the Assessment;

The test supervisor is able to address unexpected conditions or problems affecting a candidate.

For more information on the proper administration of the TotalView Assessment, please see "Administering the TotalView Assessment" in the TotalView User Guide posted at totalviewassessments.com.

If the TotalView Assessment is administered without the required supervision, the validity of this TotalView Report cannot be assured. In such circumstances The Publisher recommends that the candidate be re-tested in a controlled environment, particularly where the Report is to be considered in a selection or other important decision.