



Psychological Assessment Report

Candidate Name: Mr Sample

Client: Client ABC

June 2008

Position: Business Services and Finance Manager

Requested by: Recruitment Services Manager

Report prepared by: Psylutions, Consulting Psychologist

| Use of the Report

This assessment report contains information that can assist you in making selection decisions. The report provides insights into the candidate's analytical and problem solving abilities, operating style and approach to work, interpersonal style, work values and drives.

Given that everyone has strengths and developmental opportunities, caution should be taken when reading this assessment report. Take into account the candidate's overall suitability for the role rather than focussing on specific statements.

Psychological assessment provides valuable information not available through other processes. However, this assessment is not intended to replace other sources of information available on the candidate. Rather, the information in this assessment report should be used in conjunction with data collected through reference checking, interviews and resume evaluation. In addition, this report provides information that can be used as a guide for questions to ask during reference checking and further interviews.

| Purpose

The test results provide a valid measure of some, but not all, components of job performance. The test results should therefore not be used in isolation of the other data you have collected on the candidate. This report should be used to assist you in making an informed decision on the candidate; it should not be the primary driver of your decision. The information obtained from a well-structured behavioural interview and thorough reference checking should be used in conjunction with this report.

If you have received seemingly contradictory information from the different methods used in the selection process, you will need to investigate further by, for example, additional interviewing, structured reference checking and/or discussion with a Psylutions Consulting Psychologist.

The information contained in this report is valid for selection purposes for a period of up to approximately 18-24 months. Consideration should be given to re-testing a candidate after this time period has elapsed, where selection, placement, promotion or development opportunities arise.

| Confidentiality

This assessment report is highly confidential and must be kept secure by the recipient specified on the cover page.

This report is not to be shown nor released to the candidate.

The candidate may receive feedback on the assessment results from a Psylutions Consulting Psychologist.

The specific content of this assessment report should not be discussed with the individual unless a Psylutions Consulting Psychologist is present, given that there is strong possibility of misinterpretation.

| Strengths

- Strong conceptual reasoning results indicating a sound problem solving style and the potential to develop lateral business thinking skills;
- Excellent numerical reasoning skills coupled with a keen preference for working with data when making key decisions;
- An evaluative and analytical approach to problem solving;
- A high need to work in a team based environment and the confidence to build networks and relationships across the organisation;
- The willingness to offer his point of view on issues of importance as well as subscribe to team based decision making when required;
- A strong drive for change and innovation as well as a preference for streamlining key business practices and processes in order to find time and cost efficiencies;
- A resilient attitude in the face of feedback and criticism;
- A need for variety and challenge in the execution of his tasks;
- The willingness to invest effort and energy into the attainment of key organisational objectives;
- A competitive drive that should ensure he remains abreast of industry trends and market movements;
- The conscientiousness to remain focused on tasks of importance until fruition; and
- An ambitious approach to self and professional development.

| Development Opportunities

- A strong data rationale drive in his problem solving may mean he misses opportunities to tap into the key 'people' aspects in the formulation of strategies;
- While willing to offer his opinion, his profile indicates he does not regard himself as persuasive in style and may miss opportunities to influence senior stakeholders; and
- Colleagues may find Mr. Sample somewhat hard to get to know personally.

| Ability Test Results

Test	Number Attempted	Number Correct	Management Sample	Range
Conceptual Reasoning	33/40	29/33	93 rd percentile	Well Above Average
Numerical Critical Reasoning	33/35	29/33	97 th percentile	Well Above Average
Verbal Critical Reasoning	48/48	34/48	54 th percentile	Average

| Leadership Capability Assessment

Critical Thinking/Judgment/Decision Making

Mr. Sample's conceptual reasoning test result placed him within the well above average range, when compared with his management peers. This indicates that he is likely to have very well developed skills in solving abstract problems, thinking laterally and demonstrating keen business thinking skills. This result suggests Mr. Sample should be confident when required to solve business problems that fall within his area of expertise and also work with information that is new and novel to him.

His numerical critical reasoning test result was also in the well above average range, relative to his management peers. He should have excellent statistical and analytical skills and is likely to be confident when managing a budget characterised by competing resources, revenue streams and costs centres. His behavioural style profile also indicates that Mr. Sample has a strong preference for working with numerical data when making key business decisions.

Mr. Sample's verbal critical reasoning test result has placed him in the average range, compared with a management sample. As such, Mr. Sample should have sound communication skills and with coaching and practice should be effective when required to present to senior levels in the organisation. His profile also suggests that he is very outspoken in nature and while he may shy away from more formal negotiations, he should be comfortable communicating his opinion in team based environments.

Working Together

Mr. Sample's profile indicates that he should be reasonably socially confident in style and should be comfortable initiating contact with his key stakeholders as well as forming professional networks. When interacting with others, he should be experienced as very sociable and outgoing and should have a strong motivation to work in team or group based environments. However, Mr. Sample's profile also indicates that he is quiet private in nature and may prefer to maintain some professional distance in his relationships with others. In this way, his peers and colleagues may feel Mr. Sample is somewhat hard to get to know on a personal level. While he should well regard his networks for the functional purpose they serve, he may overlook the value of engaging his stakeholders on a more personal level in order to act as a mentor for the business. Regardless of this however, Mr. Sample's strong sociable and confident nature suggests he should spend the time necessary understanding the differing needs of his customers and in the long run this will enhance his impact in relating and networking across the organisation.

Persuasiveness

While outspoken and socially confident in style, Mr. Sample's profile indicates that he does not consider himself to be persuasive and influential. Indeed it suggests that he is happy to let others take the lead and is unlikely to engage in situations in which he is responsible for directing the thoughts and actions of others. When passionate about an idea, Mr. Sample is likely to openly express his point of view and should also be prepared to make any disagreements clear. This is likely to manifest itself into the role of 'devil's advocate' when participating in team based discussions. Despite this however, his keen affiliative needs indicate that he is likely to contribute actively to majority decision making. Furthermore, when required to convey key information and concepts to his stakeholders he is likely to seek to influence others through the presentation of a strong data rationale business case. He is likely to persuade through numbers and a keen analysis of the hard data. In order to develop his influencing skills further, Mr. Sample would benefit from also balancing this approach with a focus on the 'people' aspects of key issues and ideas. His tendency to focus primarily on the more 'black and white' factors may at times limit his impact when required to actively persuade and negotiate with key stakeholders of differing points of view.

Improvement and Innovation

Mr. Sample's conceptual reasoning score indicates that he has much potential to develop strong strategic thinking skills, and to deal confidently with ambiguous information and concepts in his business decision making. His profile however suggests that he has a slight preference for taking a more short term and 'here and now' approach to his decision making which may mean he misses opportunities to engage a long term view and set stretch goals for the future. He would benefit from some coaching in this area in order to formalise his business thinking skills when required to formulate key strategies for the organisation. Despite this however, his profile also indicates he has an appreciation for the innovative and is likely to enjoy opportunities in which he can be creative and offer new ideas to commonly faced business problems. Very open to change and the less conventional, Mr. Sample should respond favourably to environments characterised by change and some uncertainty. His profile suggests a tolerance for ambiguity, an openness to variety and he should also appreciate the need to respond quickly to change when required.

Results Orientation

Mr. Sample is likely to be comfortable making quick decisions and committing to action with energy and enthusiasm. With his strong data rationale approach to problem solving he should analyse the available information and make decisions based on the facts and figures. He is likely to be confident when dealing with ambiguous or limited information and should seek to generate innovative solutions when appropriate. Open minded to new ideas, his profile suggests his strong preference for working in a team based environment means he should actively seek the input and expertise of his peers and colleagues. He should remain open to feedback on his solutions when offering them to his stakeholders and in this way, Mr. Sample is likely to be supportive of continuous improvement initiatives, and when passionate about an issue may even be a key driver or initiative of such. Furthermore, Mr. Sample's profile indicates he has a reasonably strong drive for action. He considers himself quite conscientious in his work approach and should remain focused on the detail of a task, particularly when interested and committed. He should thrive on activity, prefer variety in his responsibilities to keep him interested and should be driven by a keen competitive drive. As a result, Mr. Sample should remain focused on industry movements and trends in formulating his key strategies and recommendations for the business.

Customer Focus

With a preference for keeping busy and active, Mr. Sample should derive satisfaction from delivering results and getting the job done. He is likely to take pride in the presentation of his work and should mostly align himself with the rules and values of the organisation. Where appropriate, his strong preference for change and new ideas also suggests he should be open to streamlining current business practices in order to find time and cost efficiencies for key customers. Further, Mr. Sample's relaxed and laid back attitude and tendency to remain calm under pressure, suggests that he should take customer demands in his stride. He should be reasonably resilient with feedback and customer criticism. He is unlikely to take any negative feedback personally, but rather his strong competitive drive and ambitious attitude suggests he should utilise such as a key driver for the better delivery of results and meeting organisational objectives.

| Reference Checking & Interview Suggestions

- Relate an example of when he has had to work closely with others as part of a team. What were the circumstances? What role did he have to play? How did he go about working with the other members? What did he like about this group project? What did he not like so much? How did he feel about it overall?
- Tell me about a time when Mr. Sample had to negotiate an issue of 'political sensitivity'. What did it involve? How did he deal with it? What was the outcome?
- Describe an example of when he was involved in providing the strategic direction of a long-term project. What was the project? How did he go about it? What was the outcome?

| Motivation and Management Guidelines

Mr. Sample's assessment suggests he is a sound candidate for the role of Business Services and Finance Manager as he brings with him strong analytical skills, a conscientious work style, and a commitment to continuous improvement. There are however a few areas of vulnerability that would benefit from ongoing development in order to ensure his long term success in the role.

Mr. Sample's profile suggests he may tend to prefer environments that are individualised in nature and may not be regarded as a keen team player. To address these issues, it may be worthwhile to see if he agrees that working in teams is important to accomplishing the work and to meeting the customers' needs. It may be an initial hurdle therefore to overcome Mr. Sample's lowered priority on teamwork before focusing him on fostering a collaborative environment. In order to enhance his attitude towards teamwork, perhaps he may need to attend team building training, with his team if appropriate, in order to build a successful foundation for the functioning of his new team. By assigning tasks to Mr. Sample that involve developing a common team vision, involving others in decision making and paying attention to the development needs of the team, he is therefore held accountable for fostering team development.

He would also benefit from developing his negotiation and engaging skills. While his profile suggests Mr. Sample should be comfortable in environments in which he has to persuade others, he may currently lack the depth of skills in negotiation to effectively engage, partner and mentor the business as required. Mr. Sample would benefit from coaching and feedback around the impact his style has on others. His strong need for data, at the expense of understanding the issues and stakeholders from a personal perspective will limit his impact in the long run. Perhaps he can be assigned a mentor within the business who is well regarded for their ability to persuade all levels of the organisation. Mr. Sample is likely to learn by modelling and given the opportunity for practice, feedback and improvement, he is likely to be successful in aligning his motivation to influence with his skills in persuading.

Finally, he would benefit from the development of his strategic thinking skills if he is to advance in his career and within the organisation. He demonstrates potential to develop skills in this area, however at present he may tend to stay within his area of expertise. The key to strategic success is the ability to analyse the current situation, determine how to gain sustainable competitive advantage, and execute the plan. When coaching Mr. Sample, it may be beneficial to take him through the exercise of addressing each step. Specifically he can be encouraged to identify the organisation's current key strategic opportunities by looking at the current and future key drivers of customers' decisions, the role of technology in changing the industry, and by comparing the organisation's own products, services and competitive advantage with that of the competitors. Next he may want to look at the potential competitor threats in terms of what are they doing to capitalise on market opportunities and how can the organisation leverage its strengths to gain sustainable advantage. Mr. Sample should be encouraged to share this information with his peers in order to build on it and add to the strategic direction of the organisation.

Assessment Tools	
Verbal Critical Reasoning (VMG4)	Measures the ability to evaluate the logic of different kinds of argument. The tasks set and the topics covered are designed to be relevant to managerial work, enhancing the suitability of the test for use with graduates, managers and professional staff. The task is to decide whether a statement made in connection with given information is true or untrue, or whether there is insufficient information to make a judgement.
Numerical Critical Reasoning (NMG4)	Measures the ability to make correct decisions or inferences from numerical data. The tasks set and data presented are highly relevant to a range of management level jobs. Candidates may use a calculator, which further increases the relevance of the context, and puts the emphasis clearly on understanding and evaluation rather than computation.
Conceptual Reasoning (DC3.1)	This test measures reasoning with diagrams and requires the recognition of logical rules governing sequences. It is suitable for any occupation where logical or analytical reasoning is required. As a measure of one component of cognitive ability, it specifically measures the ability to perceive, understand and grasp complex relationships amongst abstract or unfamiliar items. It is relatively culture fair and language free in terms of item content, so is valuable for use with candidates in cases where English is not their first language.
Occupational Personality Questionnaire (OPQ32i)	This is a self-report questionnaire that asks people to indicate their behaviour, preferences and attitudes in relation to different aspects of their working life. It is important to recognise that it is based on a person's view of how they see their own behaviour. It can, nevertheless, give important clues to understanding a person's preferred work style.