



Psychological Assessment Report

Candidate Name: Ms Sample

June 2008

Requested by: Recruitment Services Manager

Report prepared by: Psylutions, Business Psychologists

| 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 verbal and conceptual reasoning test results indicating well developed communication skills and capacity to think laterally;
- Socially confident and open to building relationships;
- Reasonably persuasive and likely to present her views in a straightforward manner;
- Should balance her assertiveness with a level of respect for the views and feelings of others;
- Highly organised and detail focused approach to her work indicating a high level of conscientiousness;
- Open to thinking outside the square and exploring theoretical concepts, whilst maintaining her eye on operational imperatives;
- Tendency to comply with organisational rules and policies;
- Keen to remain busy and active in her work; and
- Reasonably resilient to stress and pressure.

| Development Opportunities

- Below average numerical reasoning test result indicating a need for further development in managing budgets and statistical trends;
- May prefer working alone rather than in a team;
- Tendency to make decisions based on intuition rather than examining the available data or evidence;
- Strong preference for routine and predictability indicating a low level of openness to change;
- Lower personal drive and competitiveness suggesting a low sense of urgency;
- A high level of personal privacy which means she may miss opportunities to seek help or assistance when feeling overwhelmed;
- A need to keep busy which may distract her and others from her stress management issues;
- A tendency to look at worst case scenario outcomes; and
- Tendency to maintain a professional distance from others and to take her time when building trust.

| Ability Test Results

Test	Number Attempted	Number Correct	Management Sample	Range
Conceptual Reasoning	40/40	24/40	76 th percentile	Above average
Numerical Critical Reasoning	32/35	10/32	16 th percentile	Below average
Verbal Critical Reasoning	48/48	39/48	79 th percentile	Above average

| Leadership Capability Assessment

Problem solving & lateral thinking

- Ms. Sample's conceptual reasoning test result placed her within the above average range, when compared with her management peers.
- This indicates that she is likely to have well developed skills in solving abstract problems, thinking laterally or demonstrating keen business thinking skills.
- This result, together with her behavioural preference for thinking at the conceptual level should assist her to think strategically about business problems and she should bring a level of creative thinking to the role.
- Her numerical critical reasoning test result was in the below average range, relative to her management peers indicating a need for further development.
- She may have under-developed statistical and analytical skills and could be less confident when assisting in achieving budgets.
- For the ongoing development of her skills in this area Ms. Sample would benefit from coaching in more high level financial management.
- Ms. Sample's verbal critical reasoning test result has placed her in the above average range, compared with a management sample.
- She is likely to demonstrate a well developed capacity to analyse and assimilate complex verbal and written information.

Working Together

- Ms. Sample is likely to demonstrate a sensitive and reasonably empathic approach to others.
- She should approach customers and internal stakeholders with confidence and should typically express her views in a straightforward manner, suggesting that people should generally know where they stand with her.
- Given her tendency to work autonomously rather than collaboratively, Ms. Sample may not always actively engage with others.
- She could tend to be more focused on her own work rather than tuning in to the work of others, which may affect her capacity to motivate her team and she is likely to take her time in building rapport.
- Ms. Sample may require some coaching or development to assist her with the finer points of interpersonal relationships.

Decision Making

- Ms. Sample's assessment suggests that she needs further development of her business acumen and decision making approach.
- She is likely to keep abreast of new industry trends and should be confident exploring best practice research and incorporating this into her decision making process.
- However, her profile suggests that she may tend to make decisions intuitively and may miss opportunities to build a strong business case, supported by hard data and analysis.
- Her below average numerical critical reasoning test result could also potentially undermine the quality of her business thinking style.

Sales Skills/Persuasiveness

- When operating in her area of expertise, Ms. Sample is likely to be reasonably comfortable seeking to influence others and persuading them to see her point of view.
- She profiles as very caring and sympathetic in style and someone who is likely to put 'people' needs ahead of bottom line impacts.
- She may benefit from further development of her negotiation skills, particularly if she is required to manage issues of contention or act as a mediator between key parties.
- Her low level of drive and competitiveness also suggests that she could prefer to maintain harmony in her working relationships rather than seeking to 'win' and influence others as well as overcome any obstacles.
- She may tend to back down when challenged, and without the support of a strong business case or facts and figures to illustrate her point of view, she may struggle without development in an industry representative or sales role.

Results Orientation

- Ms Sample's profile indicates she has a strong level of conscientiousness and a keen interest in detail and should remain focused in order to follow through tasks to completion.
- She is likely to analyse operational performance from a broad perspective, thinking laterally, considering a wide range of factors and exploring the likely implications on the business.
- However, her tendency to avoid the use of data in her analysis could limit her effectiveness when overseeing the financial aspects of the business such as budgets, record keeping and reporting.
- She has a strong preference for routine and well structured environments and may struggle somewhat to cope with new changes or efforts to streamline existing processes.

Professional Disposition

- Ms. Sample's profile indicates that at present she has a lowered level of resilience to change and pressure.
- She is likely to worry before events of some importance and may struggle to see the positive or optimistic side of situations when things go wrong.
- She has a high need to remain busy and should enjoy having a lot to do at any one time.
- However, she may need to be wary that she is not a candidate for 'burn out' and that she is not keeping busy as a way of distracting himself, and others from her stress management issues.

| Reference Checking & Interview Suggestions

- Describe a time when Ms. Sample initiated a relationship with a new customer or stakeholder. How did she approach them? How did they react? On a scale of 1 – 10, how effectively did she build rapport?
- Provide an example of a time when she had to 'go the extra mile' and push herself to achieve a challenging result. How did she do this? How motivated was she, compared with her peers? What was the outcome?
- How does Ms. Sample cope with stress? Can you describe a time when she has sought the assistance of others when overwhelmed by task demands?

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.