

# Sample Company

# TotalView Report

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

on

**Alicia Sample**

regarding the position of

**VP Operations**

02/02/2003

**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.



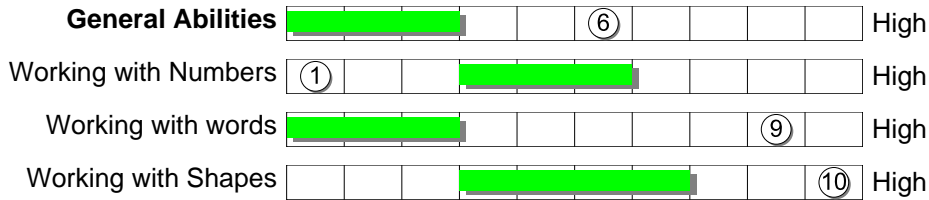
# TotalView Benchmark

Alicia Sample

VP Operations

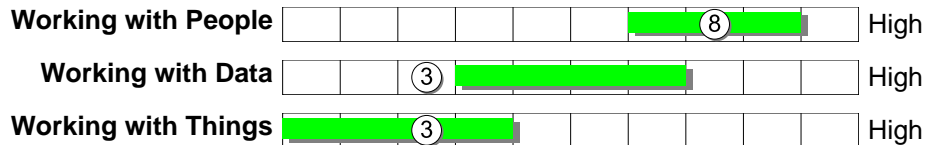
## Abilities

1 2 3 4 5 6 7 8 9 10



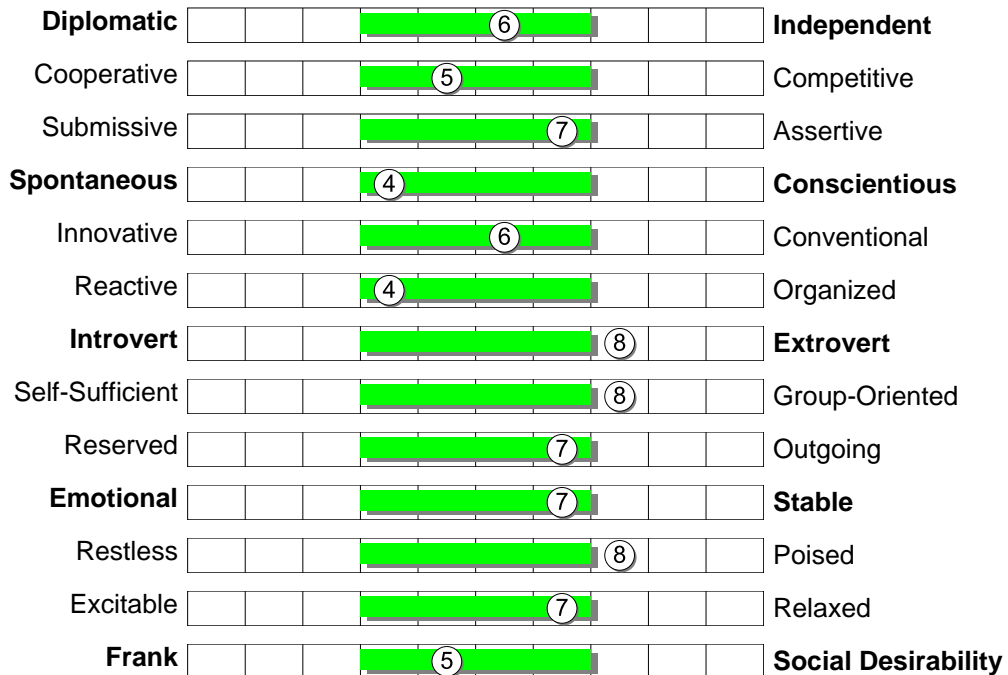
## Motivation/Interests

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 for this job as decided by management. The shadowed areas above graphically represent the Benchmark for this VP Operations position. The number on each scale is Alicia Sample's actual score. The following percentage reflects the degree of suitability of her scores, when compared to this Benchmark.

## TotalView Job Suitability

The TotalView Benchmark suitability should comprise not more than one-third of the selection decision process. The other aspects of the selection decision process, including the job interview, candidate history, and background check, should be furnished by management.

**Benchmark  
Suitability  
70%**

## Planning the interview

Your interview should be a formal meeting, with the objective of assessing Ms. Sample's qualifications for this VP Operations position. Planning for this interview should begin with an examination of any areas of confusion or concern that were identified in the previous steps in the selection process, including her work history and education. This background information, in conjunction with this Report, will assist you in determining the candidate's overall suitability for this position.

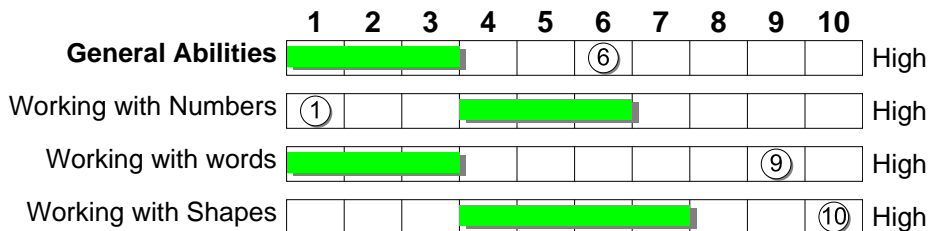
## How to Use the TotalView Assessment in the Interview Process

Good hiring and promoting practices require that the personality traits, interests, and abilities of job candidates be matched to those required for the job for which the candidates are being considered. This can be accomplished by creating a Benchmark of the features that your experience confirms are required for the job. The Benchmark is the method that graphically represents the desired characteristics for the job as an overlay. The more closely Ms. Sample's scores reflect the Benchmark, the higher her suitability for that specific job. Scores that are further from the Benchmark should provoke closer scrutiny. Interview questions, which seek answers pertaining to specific on-the-job conduct, will improve selection practices.

In most cases, you should customize these questions to better reflect this particular VP Operations position. Ms. Sample's responses should be clarified with further behavioral questions until you are comfortable you can make a quality decision regarding **Total Job Suitability**.

## 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.

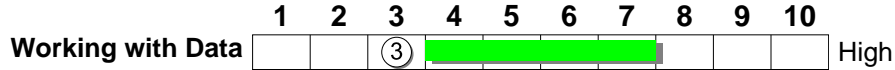
A score above any of the Abilities benchmarks will not generally be detrimental to overall performance. However, consideration should be given as to whether the position will provide sufficient challenge, stimulation, and opportunity for Ms. Sample.

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.

# The Interview

Alicia Sample

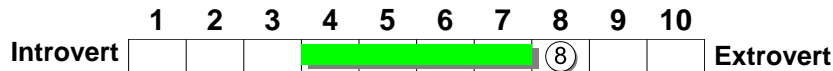
VP Operations



People like Ms. Sample usually avoid jobs where they have to spend a lot of time dealing with figures, statistics, or accounts.

What types of problems are difficult for you?

Describe how you have used computer technology in a previous management position.

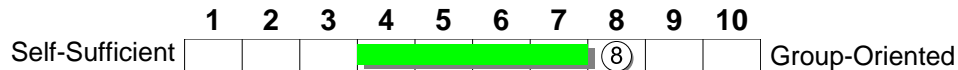


Ms. Sample is likely to be a very sociable and lively person who seeks excitement and enjoys being at the center of things.

Describe work circumstances that, for you, are sometimes boring.

Describe the last opportunity where you were able to discuss business in an informal social setting, such as a party or a sporting event.

Describe the situations where you had little time to get out and work with your team members. What problems are associated with that?



Ms. Sample is a very sociable person who actively seeks out a lively environment where she can meet lots of people.

How do you win the support of your subordinates?

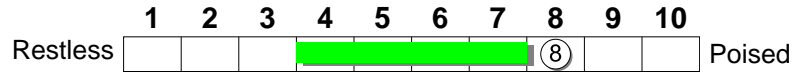
Describe the business-related groups, clubs, or activities that you are involved with to keep busy.

Describe a typical busy, socially-oriented workday. Is that your preference?

# The Interview

Alicia Sample

VP Operations



Ms. Sample feels that she is calm, unruffled, and able to cope with most situations in life without getting upset or irritated.

Describe how you prefer to deal with embarrassing employees.

Do you recall how you have dealt with employees who can't make a decision?

Please elaborate on the most stressful supervisory situation you have faced.

**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

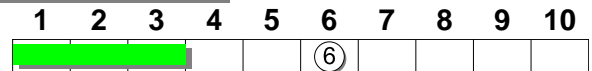
VP Operations

## 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.

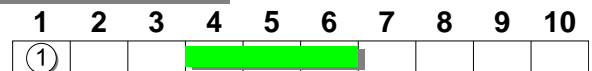
### General Abilities

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.



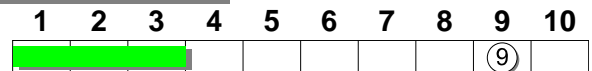
### Working with Numbers

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.



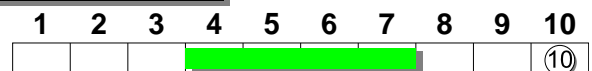
### Working with words

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.



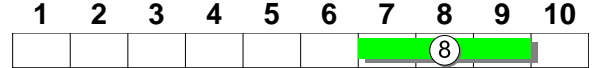
# Individual Traits

Alicia Sample

VP Operations

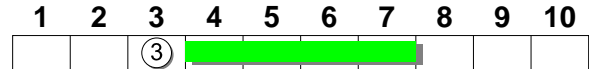
## Working with People

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.



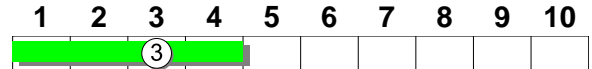
## Working with Data

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.



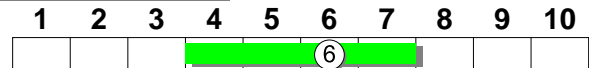
## Working with Things

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.



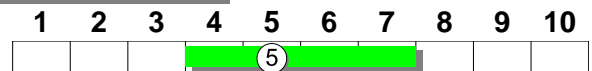
## Diplomatic / Independent

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.



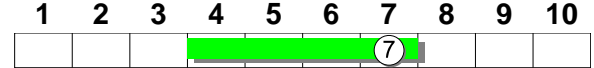
# Individual Traits

Alicia Sample

VP Operations

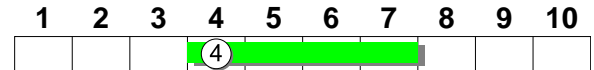
## Submissive / Assertive

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.



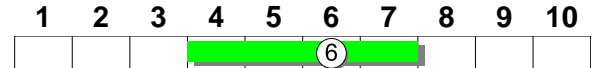
## Spontaneous / Conscientious

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.



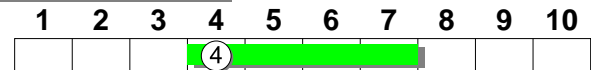
## Innovative / Conventional

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.



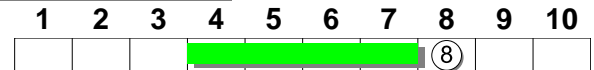
## Reactive / Organized

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.



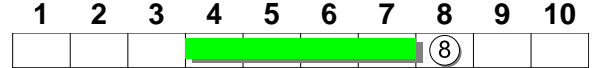
# Individual Traits

Alicia Sample

VP Operations

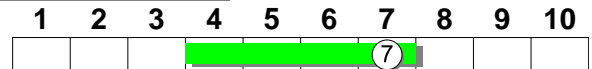
## Self-Sufficient / Group-Oriented

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.



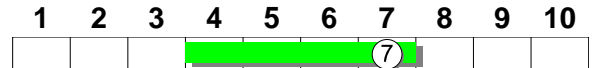
## Reserved / Outgoing

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.



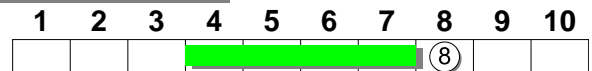
## Emotional / Stable

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.



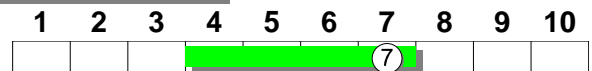
## Restless / Poised

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.



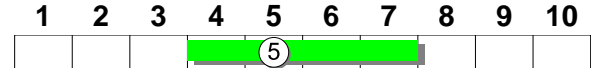
# Individual Traits

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, and 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.

## NOTICE:

ICES Assessment Systems Inc. advises users that the TotalView Assessment should provide up to one-third of the total selection process. The remainder of the selection process, including the candidate's work history, interview, and background checks, 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 a 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 customary selection procedures, this assessment will help to ensure that applicants 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](http://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.

# Sample Company

# TotalView Report

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

on

## Alicia Sample

02/02/2003

**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.



# Working Characteristics

Alicia Sample

## Alicia Sample

This report provides additional information on certain Working Characteristics of Ms. Sample. This summary will be significant for Managers, Supervisors, and Human Resource professionals. The Working Characteristics are derived from personality traits as referred to in the TotalView Assessment. Distinct from the TotalView Benchmark, these work-related features help to answer questions such as:

1. Is Ms. Sample inclined to take risks?

2. Does she live to work, or work to live?

3. Does she prefer a fixed salary, or flexible income?

This information, in conjunction with the TotalView Assessment and the job interview, previous work history, and a background check, will assist with Human Resource decisions regarding Ms. Sample.

## Working Characteristics Summary

<b>How does she want to be paid?</b>	Prefers performance-based remuneration over a more modest but certain income.
<b>How important is work to her?</b>	Work is a means to an end, not a defining characteristic of her life.
<b>Does she make risky decisions?</b>	May prefer swift and novel solutions, but will curb this tendency if circumstances demand sound planning.
<b>How does she deal with change?</b>	Enjoys change and values innovation.
<b>What is her perception of the world?</b>	Where others might see risks, this candidate sees opportunity.

# Working Characteristics

Alicia Sample

## Compensation Preference

This Working Characteristic identifies whether Ms. Sample is more motivated to work by performance-based remuneration, or by a fixed wage or salary. This helps to determine if she will be satisfied with the remuneration this position offers. It will also expedite the design of a compensation package that will encourage her best performance.

**Is Ms. Sample better motivated by fixed salary or by an incentive remuneration program?**

**Prefers Salary**     **Prefers Bonus**

Ms. Sample prefers striving for profit-sharing or performance-based remuneration, rather than being on salary. She enjoys taking chances, and likes the excitement of incentive-based bonus. She will find ways to get around obstacles, even if that requires bending the rules. She does not always count the costs, and can be a demanding leader.

## Focus on Work

This Working Characteristic provides information on the importance of work for Alicia Sample. Some people define themselves only by their work. They are often labeled "workaholics". Others see work as a means to an end, rather than as an end in itself. While such differences are not a function of personality, they are related to it. This Working Characteristic is particularly significant for assessing whether Alicia Sample will fit with the culture of the workplace or with the team that she might be assigned to.

**Does Ms. Sample live to work, or work to live?**

**Works to Live**     **Lives to Work**

Alicia Sample's career is a means to an end, not a defining characteristic of her life. Home, family, and leisure activities are important to Ms. Sample. If there is a conflict between home and work, Her personal life takes priority. Her leisure activities may make her better able to deal with a greater variety of managerial problems.

## Tolerance for Risk

This Working Characteristic indicates the likelihood of Ms. Sample engaging in risky behaviors or actions. This attribute will be relevant in determining whether she can accommodate the decisions required in this particular job. It also provides insight regarding her appropriateness as a member of an existing team.

**Is Ms. Sample likely to make risky decisions?**

**Not Risk Inclined**     **Risk Inclined**

Alicia Sample may prefer swift and irregular solutions, but she will curb this tendency if circumstances demand sound planning. She is inclined to operate on the premise that the end justifies the means, but she rarely behaves recklessly. Generally, She will avoid spontaneous decisions and will want to balance risks with benefits. Team members will approve Her willingness to make quick decisions and her ad-hoc approach to problem-solving.

# Working Characteristics

Alicia Sample

## Preference for Change

Good performance in some jobs requires a quick response to fast changes, but efficiency in other positions depends on tolerance for routine and an ability to work carefully at a steady pace. This Working Characteristic explains where Ms. Sample fits on the continuum between these diametric requirements.

**Does Ms. Sample prefer to work in rapidly-changing circumstances, or with a set routine?**

**Prefers Routine**     **Prefers Change**

Ms. Sample enjoys change and values innovation.  
She will look for new ways to deal with daily routines.  
She likes to take control of events, and will react proactively to new trends.  
She tends to seek change for its inherent excitement, rather than because it is necessary.

## Perception of the World

Alicia Sample's attitude to day-to-day events in the workplace is important to her overall job performance. This Working Characteristic identifies whether she will approach problems and issues with optimism, or with caution. The job itself defines which approach is appropriate.

**How does Ms. Sample perceive and approach problems and events?**

**Sees Drawbacks**     **Sees Opportunities**

Where others might see risks, Alicia Sample sees opportunity.  
For Her, the business world is an exciting place with little to fear.  
She rarely considers that speed might cause errors, and she will tend to act quickly.  
She is usually optimistic about new ventures and eager for new ideas.  
She tends to trust subordinates, and will give them latitude.  
She will readily try novel ways to boost performance and productivity.