PSYTECH
INTERNATIONAL

Sam Sample
27 Mar 2013

DECISION MAKER

SERVICE ROLES

SOLUTIONS
DEVELOPMENT

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GUIDE TO USING THIS REPORT

INTRODUCTION

The customer service solution investigates the likelihood respondents may exhibit certain types of service related behaviours. It can be used to identify potential gaps in performance, structure personal development or facilitate behavioural interviews in order to inform and support selection decisions. This particular report is intended as a tool to facilitate his personal development, rather than as an assessment tool, it can be used as a starting point either:

- To explore possible development needs with him, and produce a shared development strategy for promoting his competence in those dimensions that are work relevant, or
- To consider reasons for any possible discrepancies between his predicted behaviour and his actual performance as assessed by peer ratings, performance appraisals, etc.

REPORT SECTIONS

The "Development" report presents Sam's profile results in the following sections:

Customer Service Competencies Overview
Provides a summary of Sam's results against the service competencies. This section also highlights Sam's potential strengths and areas of potential risk within the service competencies.

Development Planning
Provides more detailed information regarding Sam's performance on each of the profile's dimensions. The section also provides development recommendations and a framework for creating a development plan.

Culture Fit Overview
Provides a summary of Sam's fit to different types of roles or work environments.

Reasoning Ability Results
Provides a summary of Sam's results on the general reasoning tests.

DISCLAIMER

This assessment is only an indicator. Therefore, it is recommended that decisions on recruitment, promotion, career guidance and development are made in conjunction with other relevant information and not solely on the information in this report. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held directly or indirectly liable for the consequences of those decisions.

CONTEXT

The profile must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Sam's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises. The profile should also be considered in light of the organisation's service competencies and culture.

DIMENSIONS

The service competencies used in this solution were developed to reflect the most important predictors of success in customer service roles. These are presented as six competencies that are typical to general customer service roles and provide a practical and familiar platform for customer service coaches and trainers.

CUSTOMER SERVICE COMPETENCIES

Service Orientation
Investigates whether the individual is guided by service principles. It includes the following dimensions:
- **Understanding** - a natural empathy for others and ability to view things from the customer's perspective.
- **Value Addition** - an interest in adding value to services and products.
- **Exceeding Expectations** - an interest in pleasing customers and meeting their needs.
- **Balance** - the ability to balance organisation and customer interests.

Service Interaction
Investigates how the individual interacts with customers. It includes the following dimensions:
- **Engaging** - the ability to be outgoing and engage customers.
- **Listening** - the ability to demonstrate active listening skills and be attentive to the needs of others.
- **Influencing** - the ability to be confidently bring other over to a point of view without being aggressive.
- **Professionalism** - the ability to be demonstrate professionalism, diplomacy and respect when dealing with others.

Service Delivery
Investigates the standards the individual applies when delivering services. It includes the following dimensions:
- **Ownership** - the ability to take ownership and responsibility of own work and performance.
- **Quality** - an interest in ensuring standards are maintained.
- **Resolution Focus** - the resolve to get things done and overcome obstacles.
- **Organisation** - an interest in keeping records and following systematic processes.

Service Improvement
Investigates the individual's problem solving skills with a focus on service improvement. It includes the following dimensions:
- **Big Picture Thinking** - an understanding how services support the organisation.
- **Problem Analysis** - the ability to identify and analyse problems based on given facts.
- **Creativity and Innovation** - an interest in searching for new and innovative solutions to problems.
- **Drive and Initiative** - the drive to implement solutions.

Service Ethics
Investigates the values and principles by which individuals conduct themselves. It includes the following dimensions:
- **Sense of Duty** - exhibits a strong sense of duty.
- **Respect for Authority** - a belief in the importance of respecting authority and following protocols and procedures.
- **Self-Regulation and Management** - the ability to work without close supervision.
- **Trust** - a belief in the importance of dealing with others with honesty and trust.

Service Adaptability
Investigates the individual's ability to adapt and respond to change. It includes the following dimensions:
- **Adaptability to Change** - an openness to variety and change.
- **Openness to Feedback** - an acceptance of feedback on own performance.
- **Dealing with Setbacks** - the ability to deal with setbacks and challenges in a calm and collected manner.
- **Dealing with Objections** - the ability to respond to customer objections in a calm and constructive manner.

In addition to describing Sam's likelihood to perform within the customer service competency framework, the report also provides insights into the types of environments he is more likely to be comfortable working in.
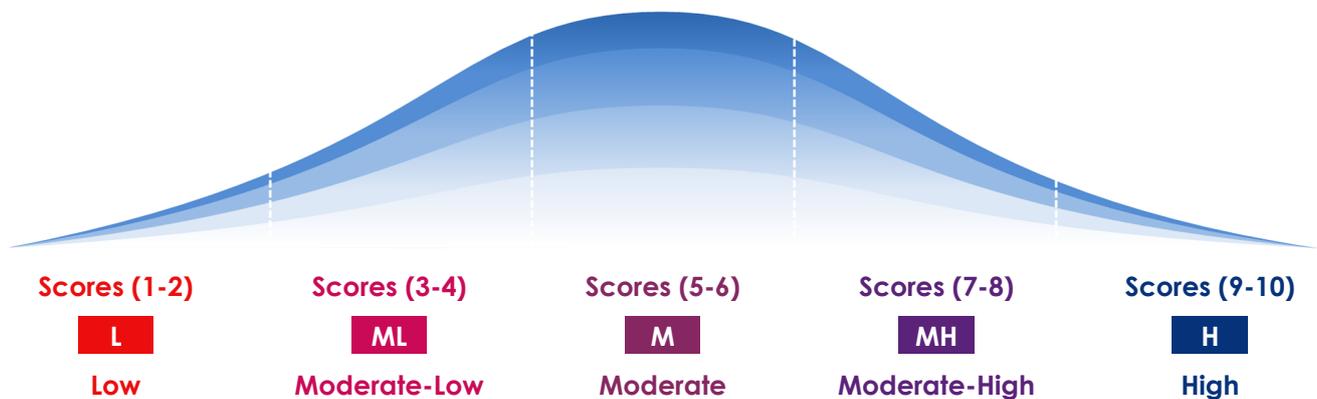
CULTURE CONDITIONS

Roles which require working under pressure

Roles which require exercising diplomacy

Roles which require addressing the public and giving presentations

Roles which require working with others

Roles which require working in competitive environments

Roles which require working long hours

Roles which require high standards of accuracy

Roles which require working in changing environments

Roles which provide financial rewards and incentives

RESULTS SCALE

A reference group is used to evaluate Sam's results and determine his tendency to exhibit effective service behaviours in the workplace compared to others. His results are presented as standardised scores on a scale of 1 to 10.
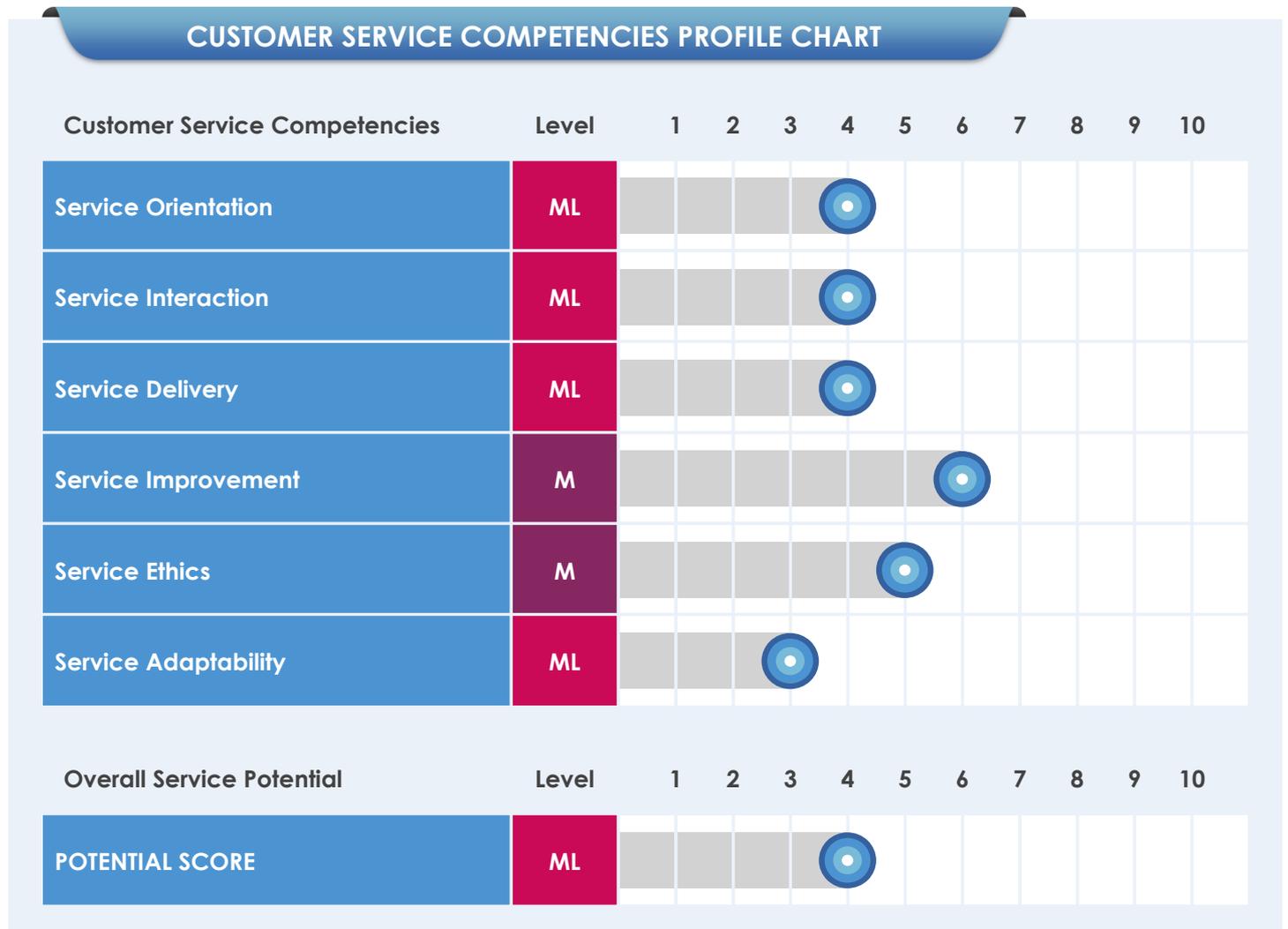
The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.

Scores (1-2)	Scores (3-4)	Scores (5-6)	Scores (7-8)	Scores (9-10)
L	ML	M	MH	H
Low	Moderate-Low	Moderate	Moderate-High	High

CUSTOMER SERVICE COMPETENCIES OVERVIEW

The overall service potential score estimates Sam's tendency to exhibit effective service related behaviours in the workplace. It reflects a combination of personality characteristics, motivational drivers and reasoning abilities related to performance within the various competencies of the customer service competency framework.

CUSTOMER SERVICE COMPETENCIES PROFILE CHART

Customer Service Competencies	Level	1	2	3	4	5	6	7	8	9	10
Service Orientation	ML				●						
Service Interaction	ML				●						
Service Delivery	ML				●						
Service Improvement	M						●				
Service Ethics	M					●					
Service Adaptability	ML			●							

Overall Service Potential	Level	1	2	3	4	5	6	7	8	9	10
POTENTIAL SCORE	ML				●						

RESPONSE STYLE

The pattern of responses Sam obtained on the assessment indicates that he is fairly unlikely to have been biased by any desire to present himself in an unrealistically favourable light.

Profile Highlights

The following tables list the major strengths and potential areas of concern that can be inferred from Sam's results. Further details are available in the Behavioural Interview Guide.

POTENTIAL STRENGTHS

- He is expected to assert himself or acquiesce to others' wishes as the situation demands, which should aid him in finding the right balance between customer and organisational interests.
- Sam is likely to accurately identify problems and offer appropriate solutions.

POTENTIAL RISKS

- Sam may not always project good-will towards customers and may not consider the customer's perspective when offering services and solutions.
- He is less likely than most to add value by catering the products and services he offers to his customers' needs.
- Sam is less likely than most to strive to meet his customers' expectations.
- He is likely to deal with customers in a slightly detached and impersonal manner. Consequently, this is likely to hinder his ability to build close relationships with his customers.
- He may not be motivated to achieve success and may be more prone than most to give up under more extreme and difficult circumstances.
- Sam is considerably less likely than most to drive the implementation of services and solutions.
- He is likely to have a weaker sense of duty and obligation towards his work than most.
- He may not be as open as most to change and may have more difficulty than most adapting to changes in his environment.
- While Sam is as likely as most to accept others' feedback and advice, he is likely to become bothered if the feedback is not framed in a constructive manner. In addition to this, he may not be as confident as most people and may not always seek to convert feedback into opportunities for development.
- While Sam is not as prone as most to becoming short-tempered or irritable when dealing with customer objections, he is not motivated to monitor his behaviour and find it a little difficult to maintain his composure.

DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam to define development goals based on the results of the profile.

Suggested development process:
1. Feedback and reactions
2. Selecting areas for development
3. Development plan

A detailed description of Sam's most likely behaviour on each of the service competencies dimensions is provided in this section along with development recommendations. Please review these before working with him on the development plan.

ML | DEVELOPMENT GUIDE: SERVICE ORIENTATION

ML | A. Understanding - a natural empathy for others and ability to view things from the customer's perspective.

Profile Description
- Sam's profile indicates that while he is as trusting of others as most, he may not show much interest in others. As a result, he may not always project good-will towards customers and may not consider the customer's perspective when offering services and solutions.

Development Recommendations
- Sam may possibly benefit from training aimed at further developing his awareness and concern for others' feelings and emotions.

ML | B. Value Addition - an interest in adding value to services and products.

Profile Description
- The results Sam obtained on the questionnaire indicate that he is less likely to be interested in appealing to his customers' needs than most. As a result, he is less likely than most to add value by catering the products and services he offers to his customers' needs.

Development Recommendations
- Professionals in the service industry try to help customers make better decisions. Sam's profile indicates that he may benefit from training that helps identify ways to give more value to customers.
- Product training which focuses on linking feature and benefits to customer needs may also be of some benefit to Sam.

L | C. Exceeding Expectations - an interest in pleasing customers and meeting their needs.

Profile Description
- Sam's results suggest that he is not as driven by achievement as most and may not be guided by a concern for his customers' needs. As a result, he is less likely than most to strive to meet his customers' expectations.

Development Recommendations
- Customers typically do business with organisations that they believe have the capability to meet their expectations. Work with Sam to develop his ability to set and manage realistic customer expectations. Also, find ways of motivating him to meet or exceed those expectations and enhance their customers' experiences.

MH | D. Balance - the ability to balance organisation and customer interests.

Profile Description
- Sam's profile suggests that he is neither overly assertive nor exceedingly accommodating. As a result, he is expected to assert himself or acquiesce to others' wishes as the situation demands, which should aid him in finding the right balance between customer and organisational interests.

Development Recommendations
- No training or development recommendations could be determined from Sam's profile for this dimension.

Sam Sample

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| ML | **DEVELOPMENT GUIDE: SERVICE INTERACTION** |

| M | **A. Engaging** - the ability to be outgoing and engage customers. |

Profile Description
- The profile Sam obtained on the questionnaire suggests that he is as outgoing as most. As a result, he is as likely as most to approach customers and engage them in conversation.

Development Recommendations
- No training or development recommendations could be determined from Sam's profile for this dimension.

| ML | **B. Listening** - the ability to demonstrate active listening skills and be attentive to the needs of others. |

Profile Description
- While Sam is likely to be as humble as most when dealing with others, he may not be as attentive to their needs as most. As a result, he is likely to deal with customers in a slightly detached and impersonal manner. Consequently, this is likely to hinder his ability to build close relationships with his customers.

Development Recommendations
- Sam is likely to benefit from training aimed at promoting active listening skills.

| M | **C. Influencing** - the ability to be confidently bring other over to a point of view without being aggressive. |

Profile Description
- Sam's profile suggests that he is as likely as most to enjoy convincing others of his point of view. As a result, he is likely to be as persuasive a speaker as most, though may not actively engage others or pursue them in order to win them over.

Development Recommendations
- No training or development recommendations could be determined from Sam's profile for this dimension.

| ML | **D. Professionalism** - the ability to be demonstrate professionalism, diplomacy and respect when dealing with others. |

Profile Description
- His profile indicates that while he is likely to be fairly motivated to conform to others' social expectations of him, he may be less sensitive to the nuances of social settings than most people. As a result, Sam may not conduct himself in a diplomatic and tactful manner and may inadvertently say things which others might find offensive, or consider to be odd or out of place despite being relatively concerned to present himself to others in a positive light. Consequently, he may not be as adept as most to working with sensitive customers.

Development Recommendations
- Support Sam to respond with tact and diplomacy. He is likely to benefit from training which concentrates on how read customer cues in order to respond accordingly. Such skills and techniques are often taught as part of communication, conflict resolution or even general customer service skills courses. Coaching Sam and conducting role plays with difficult or high profile customers may also be of benefit.

Sam Sample

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ML · DEVELOPMENT GUIDE: SERVICE DELIVERY

ML · A. Ownership - the ability to take ownership and responsibility of own work and performance.

Profile Description
- Having as strong a work ethic as most, Sam is as likely as most to take ownership and responsibility of his work and performance. However, being slightly less resilient than most, he may see some tasks or challenges as being beyond his ability. As a result, he may require some encouragement to ensure his ongoing commitment to work.

Development Recommendations
- Promote a work environment that encourages staff members to take personal responsibility for their work. This may be accomplished by modelling and promoting a strong work ethic and making employees feel safe admitting their shortcomings.

ML · B. Quality - an interest in ensuring standards are maintained.

Profile Description
- While Sam's results suggest that he is relatively meticulous, he is less achievement oriented than most. As a result, he is as likely as most to be motivated to produce work of a reasonably high standard. However, he is unlikely to gain that great a sense of satisfaction from knowing others consider him to be good at his job.

Development Recommendations
- Set Sam quality standards that are extremely clear and ensure he stays mindful of the importance of meeting these standards by offering praise when he does.

L · C. Resolution Focus - the resolve to get things done and overcome obstacles.

Profile Description
- Sam's profile indicates that he is not as resilient or achievement oriented as most. As a result, he may not be motivated to achieve success and may be more prone than most to give up under more extreme and difficult circumstances.

Development Recommendations
- Ensure the goals and targets that are set for Sam are realistic and achievable.
- Persistence and perseverance are some of the most important characteristics for success in the service industry. Remind Sam of the importance of trying different approaches and addressing all the customer concerns.
- Diligence and persistence also involve following-up with customers. If Sam has trouble following-up on service related issues then help him develop a consistent and organised approach for follow-up.
- Also, support Sam and ensure that he does not face many obstacles in his work. Close monitoring of his work to ensure that he does not leave tasks unfinished may also be needed.

MH · D. Organisation - an interest in keeping records and following systematic processes.

Profile Description
- The results of Sam's profile indicate that he is relatively self-disciplined and conscientious. As a result, he is a little more likely than most to be well organised and methodical in his work, keep accurate records and follow established processes and procedures.

Development Recommendations
- No training or development recommendations could be determined from Sam's profile for this dimension.

Sam Sample

M	**DEVELOPMENT GUIDE: SERVICE IMPROVEMENT**

MH	**A. Big Picture Thinking** - an understanding how services support the organisation.

Profile Description
- Sam's performance on the Abstract Reasoning Test suggests that he has a good ability to grasp new concepts and ideas outside of his previous realm of experience. His results demonstrate an ability to perceive relationships between novel material, and to correctly deduce the consequences of these relationships. In addition to this, his personality profile indicates that he is as drawn as most to look beyond the obvious in search of broader possibilities and perspectives. As a result, he is a little more likely than most to realise the impact of the services he provides on the organisation.

Development Recommendations
- No training or development recommendations could be determined from Sam's profile for this dimension.

H	**B. Problem Analysis** - the ability to identify and analyse problems based on given facts.

Profile Description
- Sam is as likely as most to approach problems from a rational and logical perspective. While he is as inclined to search for practical and achievable outcomes as most, he is not expected to be limited in his outlook by focusing on purely observable and given facts. In addition to this, his composite result on the reasoning tests indicates that he is more capable than most of understanding logic and appropriately solving general problems which he may encounter in his work. As a result, he is likely to accurately identify problems and offer appropriate solutions.

Development Recommendations
- No training or development recommendations could be determined from Sam's profile for this dimension.

ML	**C. Creativity and Innovation** - an interest in searching for new and innovative solutions to problems.

Profile Description
- Sam's results indicate that while he is as likely as most to be creative and imaginative, he has a slight preference for solutions that are familiar and conventional. As a result, he may not be as inclined as most to search for new and innovative solutions to problems.

Development Recommendations
- Encourage Sam to be open to new ideas.
- Set a clear agenda for brainstorming sessions. Remind Sam that ideas should be generated without critically appraising them, where the critical appraisal of ideas should only be done once all the ideas have been produced.
- Ensure Sam remains mindful of the importance of not critically appraising ideas as they are being generated, but rather evaluating them once all the ideas have been produced.
- Sam might possibly benefit also from training programmes that develop creative problem solving and the ability to "think outside of the box".

L	**D. Drive and Initiative** - the drive to implement solutions.

Profile Description
- The pattern of results Sam obtained on the questionnaire indicates that he is less motivated by achievement and success than most people, and that he does not have much personal drive and energy. Consequently, he is considerably less likely than most to drive the implementation of services and solutions.

Development Recommendations
- Offer praise if Sam takes the lead and shows initiative.
- Be careful not to undermine him if he tries to push for action.

Sam Sample

M — DEVELOPMENT GUIDE: SERVICE ETHICS

ML — A. Sense of Duty - exhibits a strong sense of duty.

Profile Description
- The profile Sam obtained on the questionnaire suggests that he does not have much of a need for achievement or recognition. As a consequence, he is likely to have a weaker sense of duty and obligation towards his work than most people.

Development Recommendations
- Value Sam's diligence.
- Remember to offer him praise for persevering with boring, repetitive tasks.

MH — B. Respect for Authority - a belief in the importance of respecting authority and following protocols and procedures.

Profile Description
- Sam's profile indicates that he believes in the importance of respecting authority and is likely to be quite concerned to maintain his reputation.

Development Recommendations
- While Sam's profile indicates there isn't a strong need for training in this area, routine induction to familiarise him with the organisation's values, culture and ethics may be of some benefit to him.

ML — C. Self-Regulation and Management - the ability to work without close supervision.

Profile Description
- While Sam's profile indicates that he is slightly more self-disciplined than most people, his profile also indicates that he is less dutiful than most. As a result, he may not be as able as most to self-regulate and manage his work and may require a little more supervision than most.

Development Recommendations
- Team Sam up with more dutiful colleagues who can help attend to the requirements of tasks or provide him with supervision to ensure tasks are completed in an appropriate manner.

M — D. Trust - a belief in the importance of dealing with others with honesty and trust.

Profile Description
- The profile Sam obtained indicates that he is as likely as most to deal with others in an honest and trustworthy manner and is likely to be relatively concerned not to betray others' trust in him.

Development Recommendations
- Actively promote a working environment that encourages trust.

Sam Sample

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ML | DEVELOPMENT GUIDE: SERVICE ADAPTABILITY

L | A. Adaptability to Change - an openness to variety and change.

Profile Description
- Sam's results suggest that he is likely to be a little wary of change and that his level of drive and enthusiasm is not as great as most others'. In addition to this, he is not expected to show much enthusiasm for learning new methods or skills outside of his previous experience. As a result, he may not be as open as most to change and may have more difficulty than most adapting to changes in his environment.

Development Recommendations
- Sam may benefit from mentoring aimed at helping him value change and openly embrace it.
- Encourage Sam to seek new experiences.
- Discuss upcoming changes with Sam to ensure he is convinced of the need for change.

ML | B. Openness to Feedback - an acceptance of feedback on own performance.

Profile Description
- Sam's profile suggests that while he is as likely as most to accept others' feedback and advice, he is likely to become bothered if the feedback is not framed in a constructive manner. In addition to this, he may not be as confident as most people and may not always seek to convert feedback into opportunities for development.

Development Recommendations
- Training in positive thinking techniques may be of some value to Sam.
- If Sam is unhappy about something, carefully consider what merit there may be in his perspective.

ML | C. Dealing with Setbacks - the ability to deal with setbacks and challenges in a calm and collected manner.

Profile Description
- Sam's profile suggests that while he is as calm and collected as most people, he is not as resilient as most. As a result, he is as likely as most to confront difficulties in a calm and composed manner, though may have some difficulty maintaining his focus and determination to overcome difficulties, especially when faced with prolonged challenges.

Development Recommendations
- Help Sam build the confidence he needs to effectively deal with challenges.

ML | D. Dealing with Objections - the ability to respond to customer objections in a calm and constructive manner.

Profile Description
- Sam's results indicate that while he is as relaxed as most people, he prefers to be direct and to the point, which may cause him to be viewed by others as being blunt or tactless. As a consequence, while he is not as prone as most to becoming short-tempered or irritable when dealing with customer objections, he is not motivated to monitor his behaviour and find it a little difficult to maintain his composure. Lacking awareness of social situations, he may on occasion reveal his frustration or pass ill-considered or thoughtless comments.

Development Recommendations
- Support Sam to respond with tact and diplomacy in high pressure conflict situations. There are many skills and techniques that can help manage conflict. Such skills and techniques are often taught as part of communication, conflict resolution or even customer service skills training courses. Coaching Sam on how to effectively deal with conflict and conducting role plays with "difficult" customers can also be of benefit.

Sam Sample

1. FEEDBACK AND REACTIONS

Gauging Sam's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. Use the following questions to gauge his overall reaction to the feedback.

What did you learn from the results?

How did your perceptions of your service style compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?

2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam which areas he would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

	This development plans is for:	This development plans is overseen by:
Name	Sam Sample	
Position		
Signature		
Date		

The table below summarises the dimensions used in service competencies framework. The areas which have been determined as most in "Need" for development from the profile have been marked with a check mark under the "Need" column, though users may also select other areas which they deem to be in need for development.

Competency	Dimension	Need	Priority
Service Orientation	**Understanding**	☑	☐
	Value Addition	☑	☐
	Exceeding Expectations	☑	☐
	Balance	☐	☐
Service Interaction	**Engaging**	☐	☐
	Listening	☑	☐
	Influencing	☐	☐
	Professionalism	☑	☐
Service Delivery	**Ownership**	☑	☐
	Quality	☑	☐
	Resolution Focus	☑	☐
	Organisation	☐	☐
Service Improvement	**Big Picture Thinking**	☐	☐
	Problem Analysis	☐	☐
	Creativity and Innovation	☑	☐
	Drive and Initiative	☑	☐

Competency	Dimension	Need	Priority
Service Ethics	**Sense of Duty**	☑	☐
	Respect for Authority	☐	☐
	Self-Regulation and Management	☑	☐
	Trust	☐	☐
Service Adaptability	**Adaptability to Change**	☑	☐
	Openness to Feedback	☑	☐
	Dealing with Setbacks	☑	☐
	Dealing with Objections	☑	☐

Dimensions selected as being in "Need" of development and which have also been selected as a "Priority" should be considered as part of Sam's development plan.

3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam's progress through regular review meetings.

What areas do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in order to achieve your development objectives?

When do you wish to achieve the desired development?
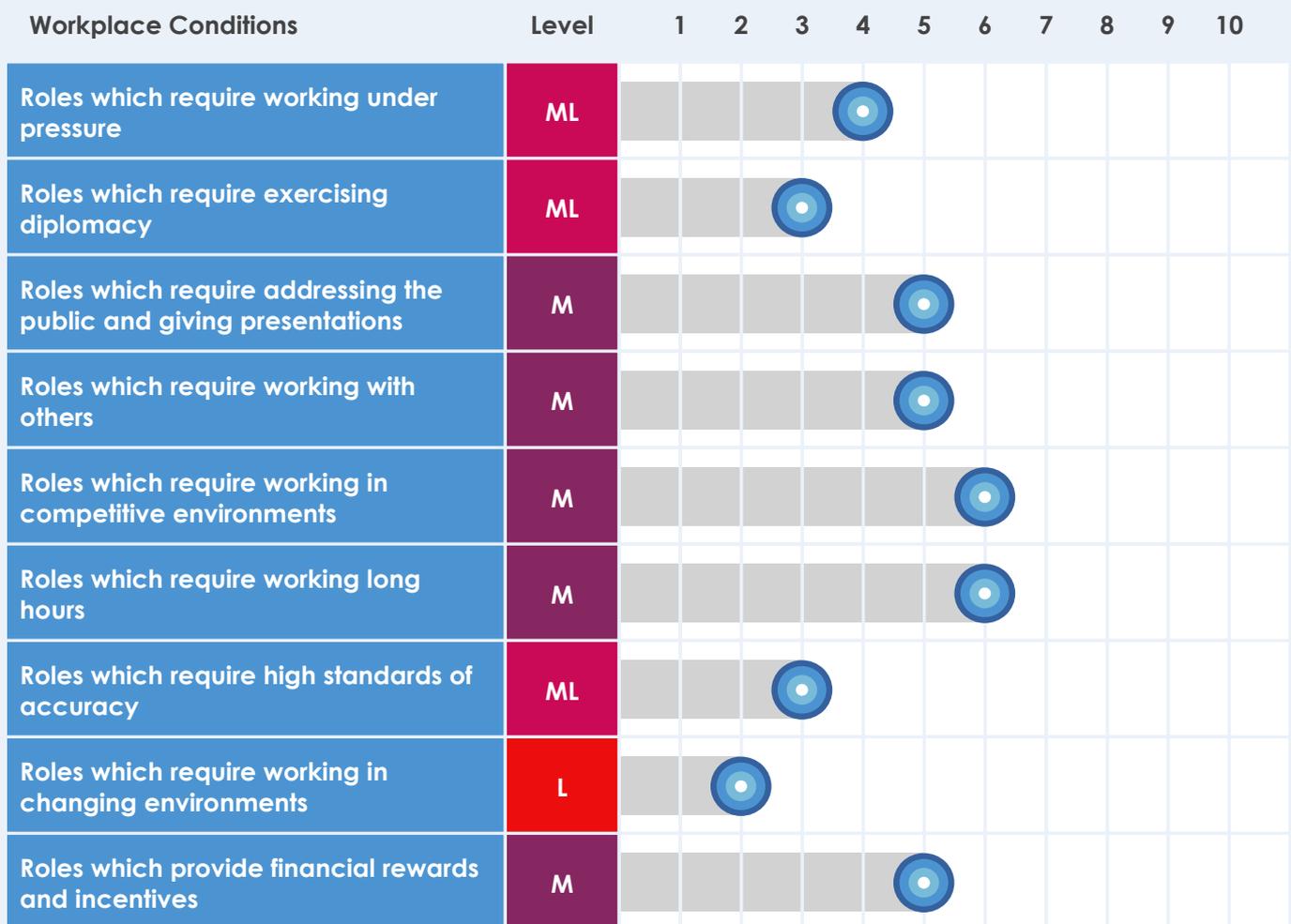
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CULTURE FIT OVERVIEW

The culture fit scores estimate Sam's preference to work under certain workplace conditions. Not all the conditions provided are relevant to all organisations, which is why it is recommended to identify which conditions best fit the culture of the organisation before exploring Sam's specific workplace preferences.

The results of the culture fit profile can help determine the types of motivators and environments that stimulate Sam and which, in turn, can help him perform at his best.

SALES CULTURE PROFILE CHART

Workplace Conditions	Level	1	2	3	4	5	6	7	8	9	10
Roles which require working under pressure	ML				●						
Roles which require exercising diplomacy	ML			●							
Roles which require addressing the public and giving presentations	M					●					
Roles which require working with others	M					●					
Roles which require working in competitive environments	M						●				
Roles which require working long hours	M						●				
Roles which require high standards of accuracy	ML			●							
Roles which require working in changing environments	L		●								
Roles which provide financial rewards and incentives	M					●					

CULTURE PROFILE DESCRIPTIONS

ML Roles which require working under pressure

While Sam's results suggest that he is likely to handle the stress of working in a pressured environment as well as most, he may not look forward to working in a setting that presents him with a lot of challenges to overcome and problems to resolve, and may not strive as much as most to overcome challenges.

ML Roles which require exercising diplomacy

He is unlikely to be highly suited to settings which demand tact and diplomacy.

M Roles which require addressing the public and giving presentations

He would be expected to be as comfortable as most in roles which require public speaking and giving presentations to large groups of people.

M Roles which require working with others

His profile suggests that he is likely to feel as comfortable and at ease as most in work settings which require him to develop close working relationships with colleagues.

M Roles which require working in competitive environments

He is likely to be as content as most to work in reasonably competitive environments.

M Roles which require working long hours

Sam's profile suggests that his work ethic is in the average range. As a result, he is likely to believe work is reasonably important, and he would be expected to be as committed to work as most other people are. Consequently, he is likely to fit as well as most in working environments that have a long-hours culture. He is likely to prefer settings where there is a fair amount to do and where he is kept reasonably busy.

ML Roles which require high standards of accuracy

Sam's profile on the assessment suggests that he is unlikely to be that achievement orientated and would not be expected to be motivated to produce work of a high standard. He is unlikely to gain that great a sense of satisfaction from knowing others consider him to be good at his job and, as a result, he is unlikely to function well in settings where very high standards of accuracy are expected.

L Roles which require working in changing environments

Sam's profile indicates that he is relatively conventional and may not have the energy required to deal with the changes that come with working in a fast paced or rapidly changing environment. As a result, he is likely to be well suited to working on repetitive tasks and within a set routine.

M Roles which provide financial rewards and incentives

He would be expected to be as comfortable as most in a culture where the primary motivation for staff are financial rewards.

Sam Sample

REASONING ABILITY RESULTS

REASONING ABILITY PROFILE

Scale	Score	1	2	3	4	5	6	7	8	9	%ile
Verbal Reasoning	7							7			83
Numerical Reasoning	5					5					43
Abstract Reasoning	6						6				52

Verbal Reasoning

The verbal component of the solution measures an individual's ability to reason using words, and draw inferences and logical conclusions from them. This includes both an understanding of the meaning of words and the relationships between them. The results have been compared to a high scoring group of graduate or equivalent ability.

When compared to the reference group, Sam Sample's performance on the verbal component of this test indicates that he has an above average ability to understand complex verbal concepts. Such a score suggests that his verbal reasoning ability exceeds that of many members of the reference group. He will therefore be more able than many to appreciate the subtle logic of a complex argument and use words in a fairly rational and reasoned way. Consequently, he should be able to understand instructions and explanations with relative ease and will be able to explain fairly complex concepts with a fair degree of clarity.

Numerical Reasoning

The numerical component of the solution measures the individual's ability to use and manipulate numbers in a logical way. This includes both an understanding of numbers and the relationships between them.

Sam Sample's performance on the numerical component of this test indicates that he has a typical level of numerical ability when compared to the reference group. This suggests that he should be able to cope with numerical work of a day-to-day nature with little difficulty, although it may take him a little time to fully appreciate more complex numerical problems. He will however have a sufficient understanding of numerical concepts that he should be able to benefit from further training in this area.

Abstract Reasoning

The abstract component of the solution is a non-verbal test of ability which measures reasoning power without drawing on verbal or numerical knowledge.

Sam Sample's score on the abstract component of this test shows that he has performed at a typical level when compared to the reference group. This indicates a fair level of natural or fluid ability. This should enable him to grasp new and relatively complex concepts outside of his previous experience as quickly as most. With an average capacity to learn he should benefit as much as most from training and instruction.