



SCREENING & SELECTION

SELECTION REPORT

John Johnson
regarding the position of
Sales Associate
at **JJ Inc.**

Assessment Taken: MM/DD/YYYY

Printed: MM/DD/YYYY

The candidate chose significantly more 'B' responses in the Personality Assessment than instructed. See Part 4 for suggested interview questions and Part 7 for more information.

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Report Design Options Selected for this Report

Report Family: Screening & Selection

Type: Selection Report

Scope: Abilities, Interests & Personality (WNSIP)

Format: Comprehensive (from choice of Comprehensive, Summary, Interview or Graph)

Style: Sales (from choice of Management, Sales, Customer Service or Other)

Prevue Assessments presented in this report:

- Prevue Abilities Assessments that examines four cognitive abilities scales
- Prevue Interests Assessment that examines three scales of occupational Interests/Motivations
- Prevue Personality Assessment that provides information on thirteen Personality scales or traits

For more information about Prevue Assessments and design options for Prevue reports visit www.prevueonline.com

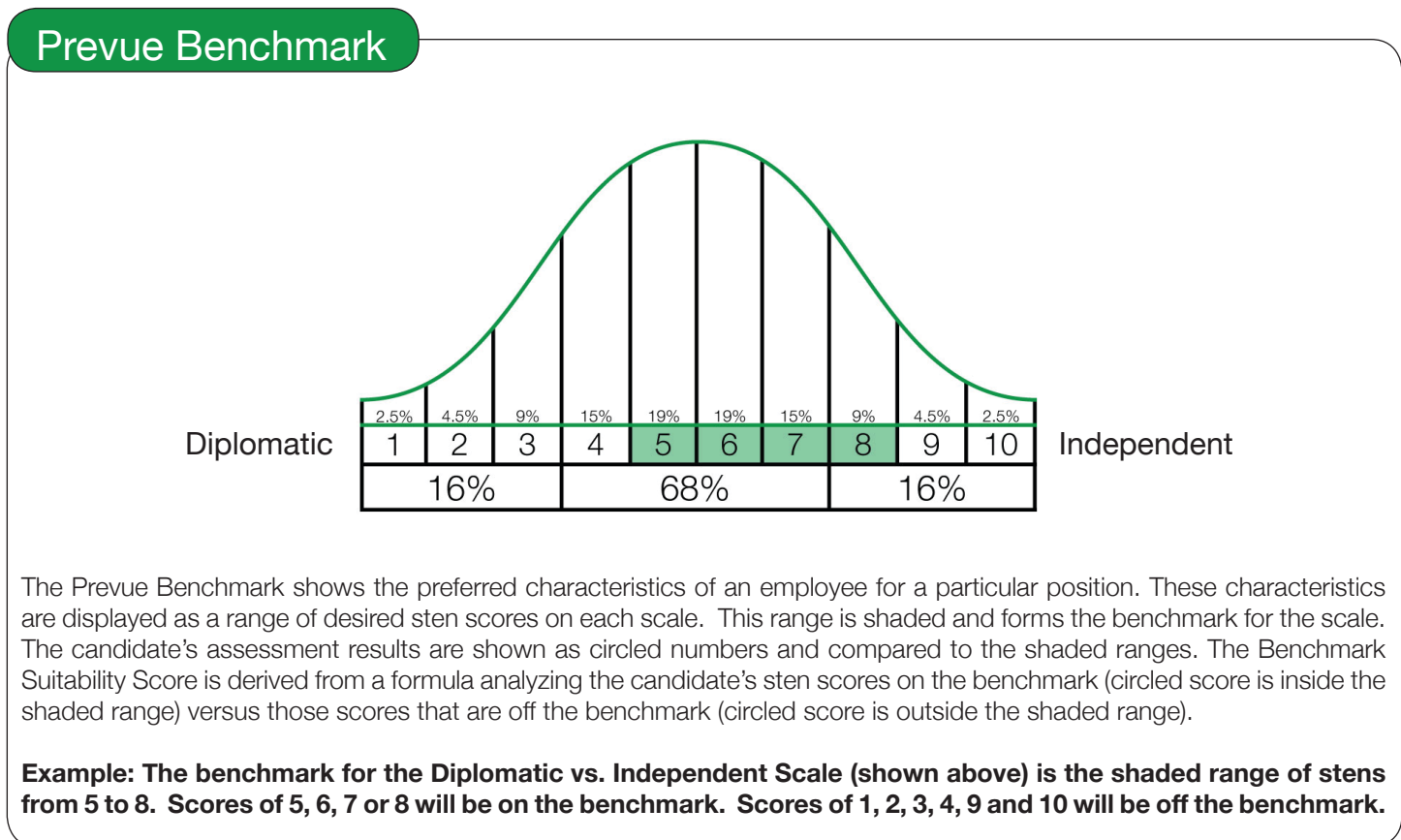
Part 1 - Understanding this Report

Introduction

This Selection Report describes John Johnson's suitability for the Sales Associate position at JJ Inc.. The information in this report comes first from reviewing the scores on each of the scales of the Prevue Assessments that were completed by John Johnson and second from comparing those scores to the Prevue Benchmark for the position. Both the scores on the Prevue Assessments and the comparison of those scores to the Prevue Benchmark are exhibited graphically in the Prevue Results Graph in Part 2.

Prevue Assessments

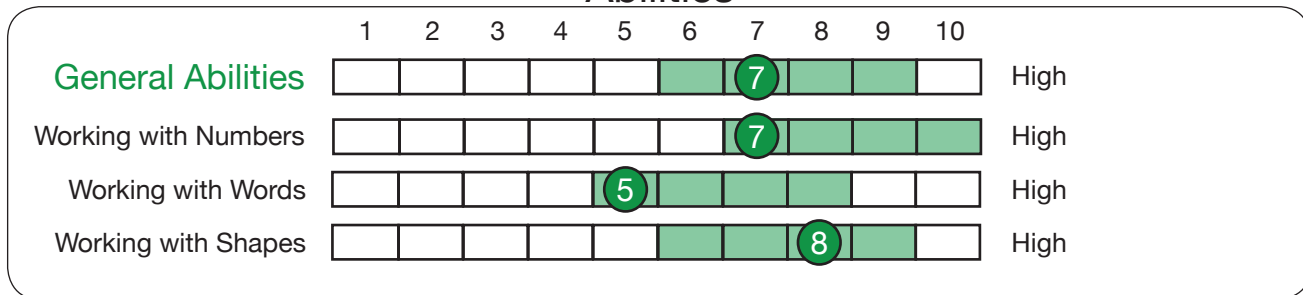
The Prevue Results Graph shows John Johnson's 'sten' score on each of the Prevue Assessments scales considered in this report. A sten score is a candidate's score on a normal bell-shaped curve representing the general working population. The diagram below shows the normal bell curve divided into standard tenths ('standard tenth is shortened to 'sten') for the Diplomatic vs. Independent Personality Scale. The diagram also shows the percentage of the general working population that will typically score in each sten.



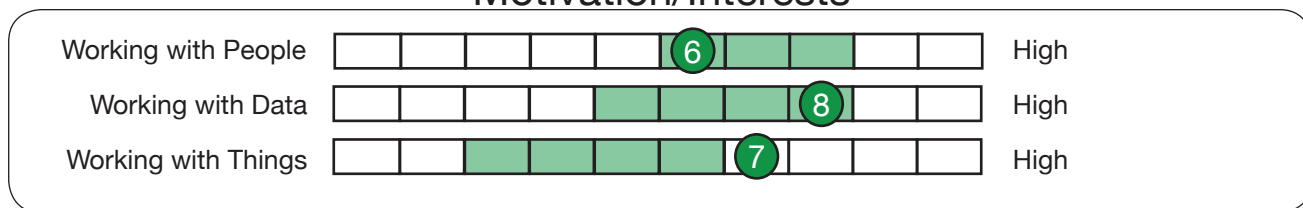
Part 2 - Prevue Results Graph

John Johnson's scores are shown in the circled numbers on each of the Prevue scales presented below. The Prevue Benchmark for the Sales Associate position is indicated by the green shaded range on each scale, which are the preferred scores for this position. A score inside a shaded range is on the benchmark. A score outside a shaded range is off the benchmark.

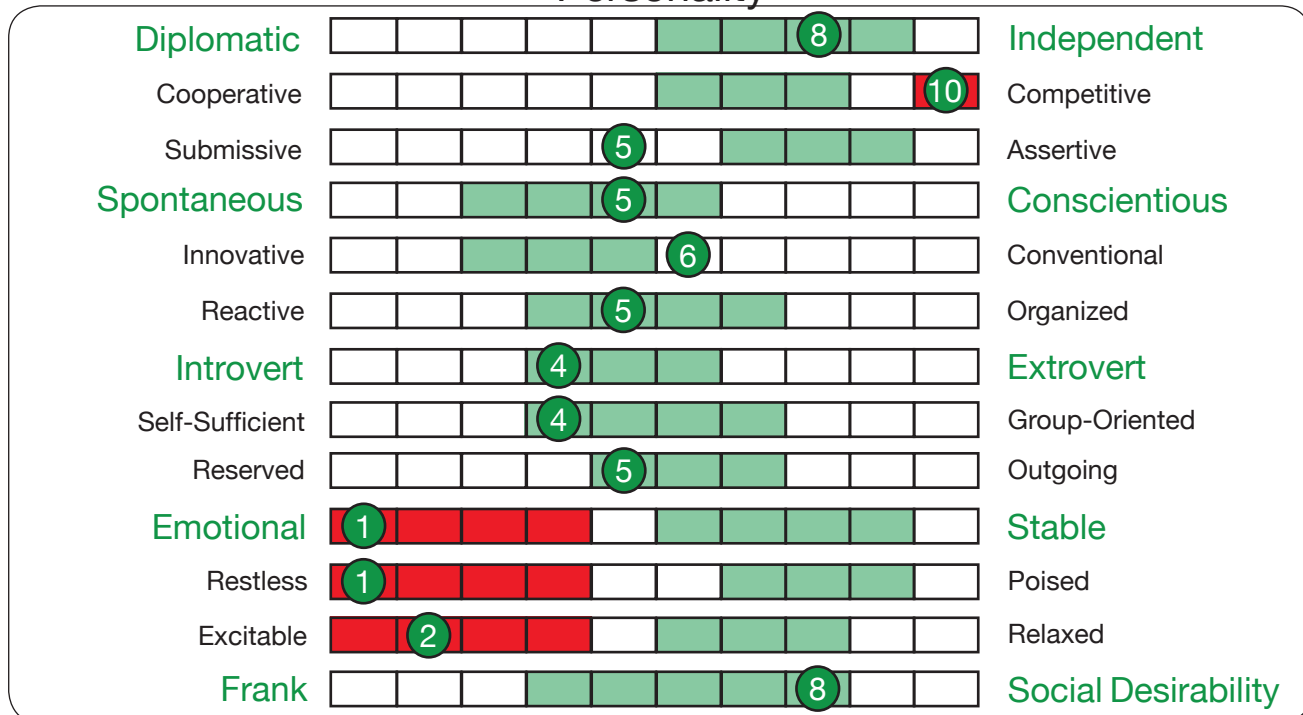
Abilities



Motivation/Interests



Personality



Benchmark Suitability Score

This Benchmark Suitability Score quantifies John Johnson's overall fit to the benchmark for the Sales Associate position.

Note: Prevue Assessments' results should comprise no more than one-third of the selection decision process. See Best Practice Information for details.

73%

Part 3 - Total Person Description

The Total Person Description provides an overview of John Johnson compared to the general working population. This profile is derived from the scores shown on the Prevue Results Graph.

John Johnson has superior spatial skills, above average numeric skills, and average verbal skills. He is best equipped for assignments that involve mental manipulation of shapes or objects. He will have no difficulty doing any work requiring visual imagery. He would also be quick to interpret and create multi-use graphs, to follow complex diagrams, to read blueprints, and to estimate space requirements. These tasks would allow Mr. Johnson to make the most of his excellent spatial reasoning. He is also well able to do challenging numeric assignments such as working with complex spreadsheets and data tables. His average ability with words means that common paperwork, most office duties, and some writing are within his scope. He should learn most new tasks quickly, and only written work will require extra effort. Mr. Johnson has good skills and will perform best when his environment and work practices change slowly.

John Johnson is a motivated individual who is interested in the people and things around him. He has no aversion to technology and could work capably with either mechanical or electronic tools. At the same time, John Johnson is most interested in working with data, new information, and ideas. In a computer context, he would likely exert himself to do well in communications, data management, and use of computer software.

John Johnson is a highly competitive and moderately assertive. He wants to win, but prefers to do so tactfully. Although a strong team player, he still wants individual recognition. Johnathon can be quite outspoken and will promote his own ideas, particularly in non-threatening situations and with people he knows well. On the whole, he prefers compromise to conflict, and Mr. Johnson will use diplomacy to maintain harmony in the workplace. His leadership style is marked by persuasion and encouragement. He is equally comfortable being either a team member or a decision-maker.

John Johnson is reasonably well organized, tidy, and accountable. Although he prefers to work in a structured environment, he is flexible and can be innovative if necessary. He prefers the status quo to change for change's sake. However, he can adapt quite readily and is not an obsessive planner. As long as changes are not seen as arbitrary or radical, he can cope with new developments. Mr. Johnson can tolerate a relatively constant flow of routine tasks and still deal well with the occasional novelty.

Mr. Johnson is easygoing and companionable, but his need for attention also varies with his mood and the circumstances. With familiar people, he will be conversational and outgoing, and sometimes he seeks to be the center of their attention. At other times, he would rather work anonymously. His desires for privacy and for company are evenly balanced. As a team member, he will contribute relatively constant flow of routine tasks and still deal well with the occasional novelty

Stress or unusually difficult tasks will upset Mr. Johnson. In these conditions, he will be irritable, but he will soon strive to regain his composure. He may take setbacks personally, and criticism of his work must be judicious or else it will be perceived as a personal affront. He will usually be tense under pressure and may find it hard to unwind after the workday ends. Work pressures and demands will worry him and John Johnson will not cope well with a demanding, high-pressure job

Interview Guide

Part 4 - Suggested Interview Questions

Planning the Interview

Planning the interview requires identifying concerns about the candidate's work history, references and scores off the Prevue Benchmark for the Sales Associate position. Use the available background information plus this report to structure the interview and make the best hiring decision.

This section provides suggested interview questions to address the following:

- ▶ First to determine why the candidate chose an excessive number of "B" responses in the Prevue Personality Assessment; and
- ▶ Second to examine those areas where John Johnson's scores did not fall on the benchmark for the position.

You should customize the interview questions as needed for this position at JJ Inc.. **You may wish to take a copy of Part 4 to have it available for the interview.**

Number of 'B' Responses

As described in Part 7 of this report the candidate chose significantly more "B" responses in the Prevue Personality Assessment than instructed. This could mean the candidate:

- ▶ did not take the assessment request seriously or deliberately chose to ignore the instructions;
- ▶ is indecisive and could not choose an "A" or "C" option;
- ▶ is 'just average' and prefers the middle position on most issues, despite the instructions.

Following are both indirect and direct interview questions you can use to probe this subject with the candidate:

Indirect Question 1: Can you describe a situation where you did not follow an instruction or direction you were given and explain why that happened?

Indirect Question 2: Have you ever been challenged or questioned for not following instructions or directions? If so, please explain what occurred.

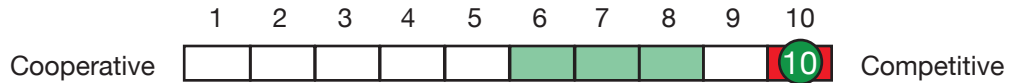
Direct Question: In completing the Prevue Personality Assessment you answered 36 questions with an in between or uncertain "B" response out of a choice of A, B, or C. You were requested a number of times to limit your "B" responses to a dozen or so. Can you share with us why you responded with so many "B's"?

Your Comments:

Scores on Critical Interview Zones

In developing the customized Prevue Benchmark for the Sales Associate position, management at JJ Inc. defined **Critical Interview Zones** for some of the Prevue scales. These zones are considered to be particularly significant for job performance and are identified by red shading in each of the scales considered in this section. Scores that fall on a Critical Interview Zone should be the first to be explored in the interview.

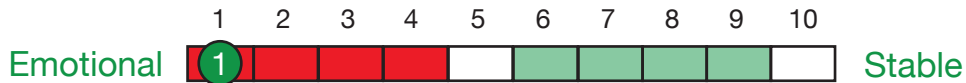
The following scales are areas where John Johnson's scores fall within a Critical Interview Zone. A brief explanation of the score result is followed by suggested behavioral Interview Questions.



John Johnson plays to win and will tend to be a bad loser.

1. How would you define your last job?
2. Describe a situation where your need to win did not demonstrate appropriate team work.
3. Please recall a situation when your competitive nature became counter-productive.

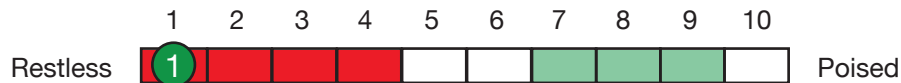
Your Comments:



John Johnson is likely to be someone who is hard to fool and consequently somewhat suspicious of new people and new situations.

1. Describe how you feel about dealing with new on-the-job situations.
2. Everybody experiences adversity or setbacks on the job. Explain how you reacted to the most recent example of this.
3. How do you know when to trust someone?

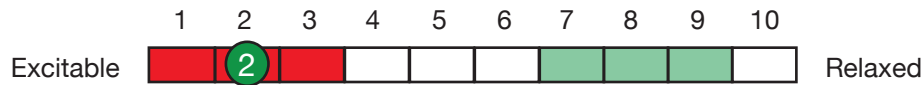
Your Comments:



John Johnson appears to be someone who is fairly easily upset and irritated.

1. Explain, by example, the type of workplace situations that irritate you the most
2. What one recent project gave you the most satisfaction? What gave you the least satisfaction?
3. Describe the activities or things that your coworkers do that cause you to get angry.

Your Comments:



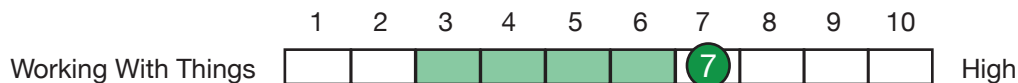
On the whole John Johnson sees himself as a rather emotional, often anxious person.

1. When you feel the effects of a stressful meeting with your supervisor, how do you relieve the pressure?
2. Describe the co-worker behavior or complaints that cause you to become anxious.
3. What was your favorite work environment? Why?

Your Comments:

Other Scores Off the Benchmark

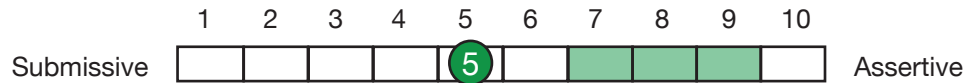
John Johnson's scores fell off the Benchmark for the following scales. This indicates that the candidate could encounter challenges in these areas. Review each score description set out below and consider the suggested interview questions. The more distant the score is from the benchmark for a scale the more important it is for you to probe these areas.



John Johnson expresses an average level of interest in work, which deals with inanimate objects such as electronic devices, machinery, tools and equipment.

1. Describe which aspects of this job that deal with equipment are of particular interest to you.
2. Explain, by example, how you have used technology to make your job easier.
3. Describe the most complicated piece of machinery that you have operated.

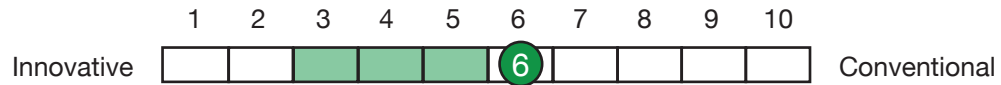
Your Comments:



John Johnson is somewhat submissive and will rarely speak out on some issues.

- 1. Explain a recent work circumstance where a fellow worker annoyed you.
- 2. Describe a situation when you knew you were right and you had to convince your supervisor.
- 3. On the occasions when there was a heated discussion between co-workers, what role did you take, and why?

Your Comments:



John Johnson sees himself as someone who is conscientious, with some understanding of change and innovation.

- 1. When do you feel a degree of flexibility is necessary in servicing your customers?
- 2. Describe how you react when work situations change somewhat unpredictably from day to day.
- 3. Expand on the changes to customer service that you felt were necessary in your last position.

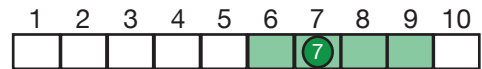
Your Comments:

Part 5 - Individual Characteristics

The Individual Characteristics descriptions provide more information about John Johnson’s scores in comparison to those of the general working population. Scores on the Prevue Benchmark for each scale highlight John Johnson’s strengths for the Sales Associate position. Scores that are two or more stens off the Prevue Benchmark for any scale highlight prospective areas of challenge for this candidate and should be addressed in the interview.

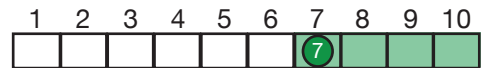
General Abilities

As John Johnson scored in the high average range, his learning faculty is reasonably quick and he will absorb new information with little difficulty. Changing job requirements should not affect his ability to perform.



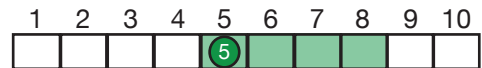
Working with Numbers

John Johnson is in the high average for Numerical Reasoning. This is typical of employees who are skilled and competent in reasoning with information derived from simple numbers.



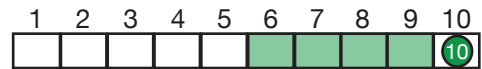
Working with Words

This score suggests an average capacity for speed and accuracy when dealing with written information. John Johnson is as able as most with expression or presentation of written communication.



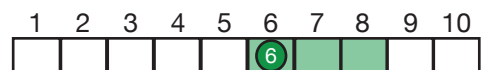
Working with Shapes

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



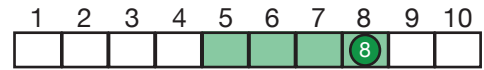
Working with People

John Johnson shows an average level of interest to work that involves dealing with people. He is likely to prefer employment that involves contact with others and would not be happy working on his own.



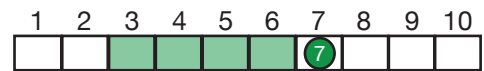
Working with Data

John Johnson has a very high level of interest in working with data. Such people are often interested in data for its own sake and they enjoy working with figures, symbols, statistics and accounts. They would very likely enjoy employment that provided an opportunity for this type of work.



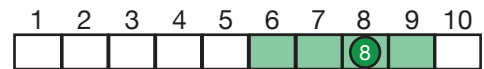
Working with Things

John Johnson expresses an above average level of interest in work that deals with inanimate objects such as machinery, tools, or equipment. Such people are likely to be interested in a hands-on approach to designing, managing or working with things.



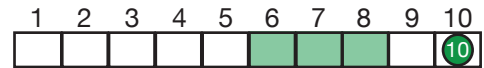
Diplomatic/Independent

John tends to act independently. He has a strong determination to control, win and to reach goals, as well as a willingness to argue and debate his point of view. John Johnson can be skeptical and hard-headed at times.



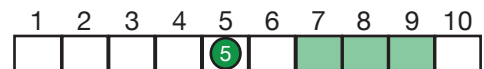
Cooperative/Competitive

John Johnson describes himself as an extremely single-minded, competitive person. He plays to win and may be a bad loser. As a Sales Associate, he will strive to reach his goals. In playing to win, it is unlikely that he will show concern about whether other people get upset or hurt along the way.



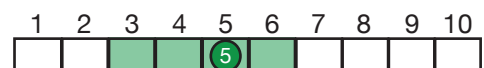
Submissive/Assertive

John Johnson is somewhat submissive and may avoid speaking out on some issues. Mr. Johnson may refrain from promoting himself in leadership roles. In disputes, he may be willing to compromise to maintain relationships with others.



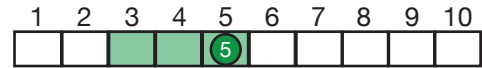
Spontaneous/Conscientious

John balances the need to do things well in the quickest way within the rules. This leads to solutions that are innovative without implementing radical changes. Such people are quite dependable, adaptive and innovative.



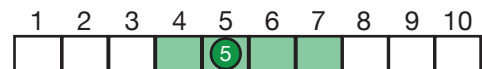
Innovative/Conventional

John Johnson is balanced in his attitude toward change and innovation. While happy to be working in a traditional manner and following the rules, he can be flexible and accept change when necessary.



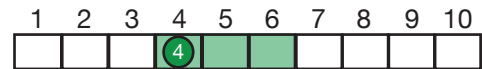
Reactive/Organized

John is somewhat organized, but can respond to spontaneous and unpredictable events. He could be described as a Sales Associate who is systematic while able to cope with the unexpected.



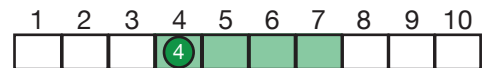
Introvert/Extrovert

John Johnson is often content to work alone. At times he may need an audience to stimulate his ideas. He would rather be in the company of a few close friends rather than part of a large social gathering. He often behaves in a quiet and reserved manner.



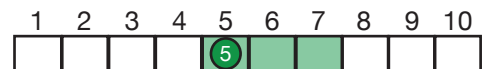
Self-Sufficient/Group-Oriented

John will be content working in situations where there is reasonable interaction with others.



Reserved/Outgoing

John Johnson will occasionally choose the situations in which he will take center stage. He can be fairly talkative and outgoing, and will prefer some variety in his work.



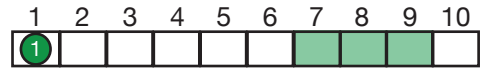
Emotional/Stable

This emotional person views criticism as a personal attack, and can become anxious and worried when plans are changed. John may become irritable and angry but the upset is usually short-lived. Such people may experience feelings of guilt and sadness more often than most.



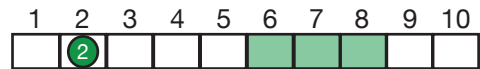
Restless/Poised

John Johnson can become irritable and easily upset. A Sales Associate with such an outlook will view the world as hostile, and may feel that any view other than their own is unreasonable and naïve. They find it hard to cope with setbacks and take criticism personally. However, their irritation and upset is usually short-lived.



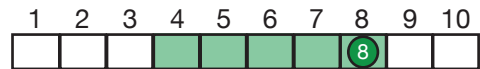
Excitable/Relaxed

John Johnson is a rather excitable and anxious person, who is wary and cautious of others. Such people find it difficult to cope with high levels of pressure without becoming tense and anxious. It is best that John avoid work situations in which there are likely to be prolonged periods of high pressure.



Social Desirability

John Johnson typically presents a positive image and conforms to social expectations. If this high score is the result of a need to present a socially acceptable, rather than an open picture, then scores on some of the other scales may have been influenced.



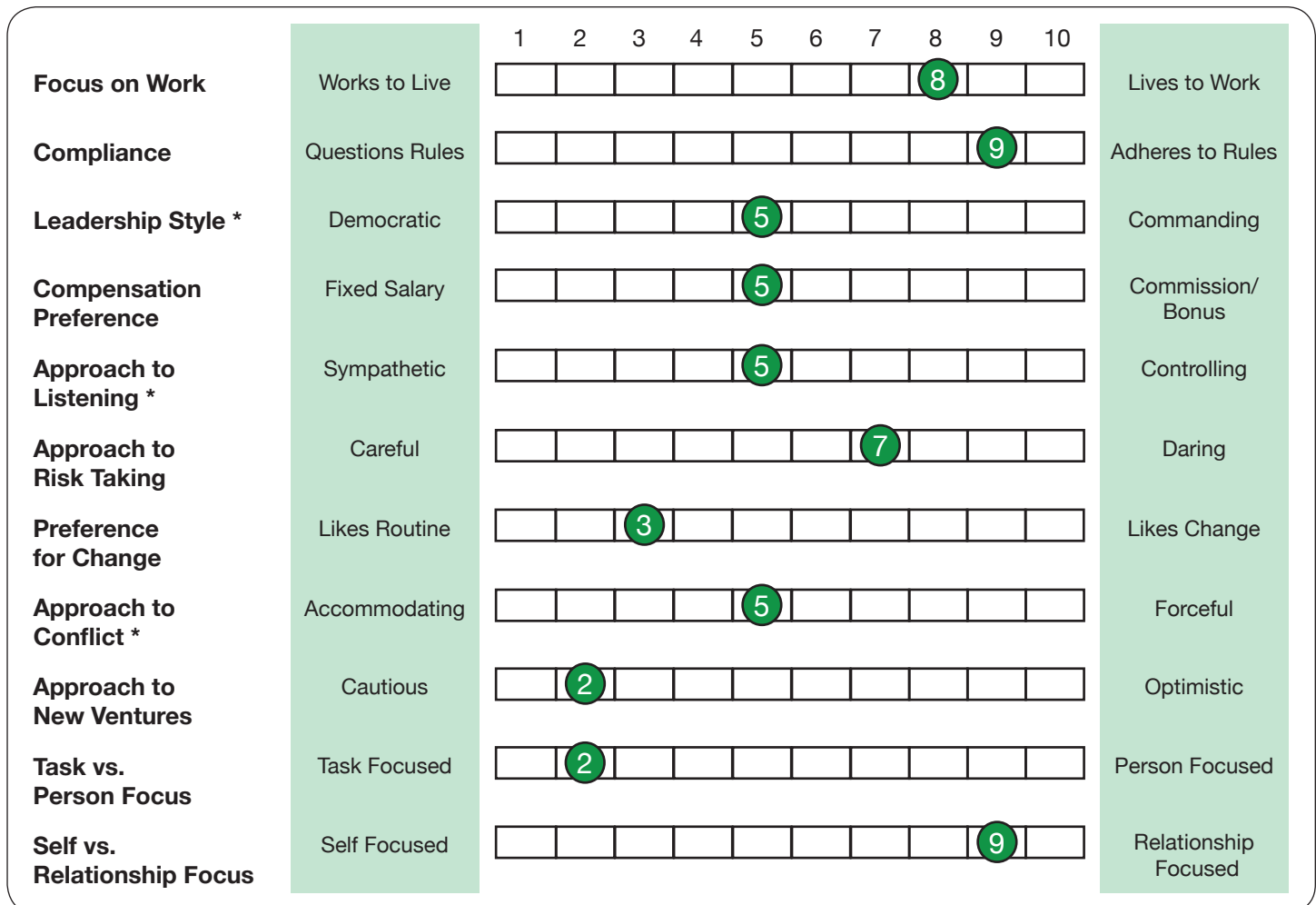
Part 6 - Approach to Work

Introduction

This section of the Prevue Selection Report provides information on John Johnson's approach to a number of work related subjects that can significantly impact job performance. A manager can use this information to better understand this candidate's natural response to these important work requirements or situations and overall suitability for the Sales Associate position.

Each of the Approach to Work scales addressed in this section is derived from one or a composite of the Prevue Personality scales reviewed in the Total Person and Individual Characteristics sections of this report.

There are no Prevue Benchmarks developed to identify the preferred score ranges on the Approach to Work scales. It is expected the hiring manager will have sufficient understanding of the Sales Associate position to know what the position and the company culture requires.



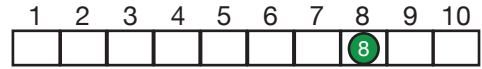
* See Aspects of Assertiveness

Focus on Work

WORKS TO LIVE (1) VS. LIVES TO WORK (10):

The Focus on Work scale provides information on the importance of work to John Johnson.

Some see work as a means to an end while others define themselves by their work. John Johnson takes great pride in professional accountability, putting larger emphasis on work than most activities. He is not so zealous as to let his career precede all aspects of his life, but he will try to get the job done, even if this inconveniences friends and family. Leading a full social and business life, he may sometimes be overextended but the social skills he develops in leisure activities should translate well to business.

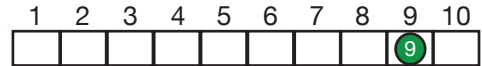


Compliance

BENDS THE RULES (1) VS. ADHERES TO THE RULES (10):

The Compliance scale identifies an individual's inclination to adhere to rules set by an employer and resist the temptation of intentionally engaging in behaviors that are considered to be detrimental to an organization's productivity or workforce attitudes.

John Johnson is reliable, trusting and attentive to detail. He is neither impulsive nor a risk taker. This strong inclination to observe rules and procedures can however make him reserved, inflexible, and low in spontaneity or innovation. This will be a good score for jobs that require a high level of rule adherence or attention to procedures.

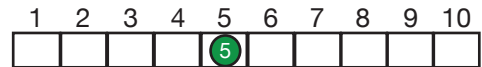


Compensation Preference

FIXED SALARY (1) VS. COMMISSION/BONUS (10):

The Compensation Preference scale identifies whether John Johnson is more motivated to work by a secure salary or by performance based remuneration.

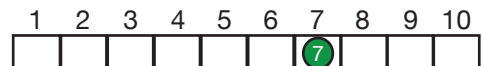
John Johnson slightly prefers the security of a fixed salary to dependence on bonus or commission, but he will readily agree to a blended package of compensation. He will cope better with events that could adversely impact his profit share if the bulk of the earnings are salary-based. If a sizable portion of his compensation is performance-based, he may need some support to accept this. His generally careful approach makes him especially competent for projects requiring smooth stewardship.



Approach to Risk Taking

CAREFUL (1) vs. DARING (10):

This Approach to Risk scale is measured from 1 for avoidance of risky behavior to 10 for willingness to engage in risk. John Johnson may prefer rather swift and irregular solutions, but he will always curb this tendency if circumstances demand sound planning. He is slightly inclined to operate on the premise that 'the end justifies the means', but rarely behaves recklessly. Generally, he will avoid reflexive decisions and will want to balance risks with benefits. Clients will approve his willingness to make quick decisions and his ad hoc approach to problem-solving.

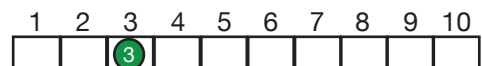


Preference for Change

LIKES ROUTINE (1) VS. LIKES CHANGE (10):

This scale identifies where Mr. Johnson fits in the continuum between a structured environment with a fixed routine and a dynamic fast changing working environment.

Routine work with a tested system suits John Johnson fairly well. He tends to be a little formal and usually likes to do things "by the book." Frequent change will be mildly disagreeable for him and he may have some difficulty coping with personnel replacements, reorganization, downsizing, or expansion. He will probably adapt old methods to new demands rather than devise new procedures.



Approach to New Ventures

CAUTIOUS (1) VS. OPTIMISTIC (10):

This scale distinguishes those who approach new ventures or issues with caution from those who approach new ventures with optimism.

John Johnson may be reluctant to join in new ventures because he tends to focus on possible flaws rather than potential success. To assess risk, he prefers hard, objective data such as sample studies or pilot projects over theory-based forecasts. Although he believes in his own opinions, he may be less comfortable about telling others his more negative or unpopular views. Despite his occasionally worried outlook he strives to be sociable and is usually at ease in the business world.

1	2	3	4	5	6	7	8	9	10
	2								

Task vs. Person Focused

TASK FOCUSED (1) vs. PERSON FOCUSED(10):

This team characteristic scale distinguishes those who focus on the needs of the task or project in hand from those who are focused on their own and their team members' needs.

John Johnson is outgoing and friendly but highly independent. This level of independence is likely to make him difficult to manage but his very strong people focus will be an asset where the success of a project depends on the cooperation of a team.

1	2	3	4	5	6	7	8	9	10
	2								

Self vs. Relationship Focused

SELF FOCUSED (1) VS. RELATIONSHIP FOCUSED (10):

This team characteristic scale distinguishes those who are self focused from those who are inclined to focus on others on the team.

John Johnson will be inclined to focus first on his own needs or plans rather than his relationship with others. He simply may not be aware or be concerned about how other people see him because relationships do not have a naturally high place.

1	2	3	4	5	6	7	8	9	10
								9	

Aspects of Assertiveness

SUBMISSIVE (1) VS. ASSERTIVE (10):

This personality scale influences a person's response to the following important work situations or circumstances:

1	2	3	4	5	6	7	8	9	10
				5					

LEADERSHIP STYLE - DEMOCRATIC (1) VS. COMMANDING (10)

Assertiveness influences one's natural leadership style measured from 1 for those who prefer a nurturing style of leadership to 10 for those who are naturally inclined to a more demanding style of Leadership.

John Johnson is a well-balanced leader with a slight inclination to be the "guide on the side" rather than out in front exhorting the team to follow. When a gentle approach is needed, he will excel as a democratic leader. On the other hand, in a crisis, he can take command and be explicit about what must be done and when.

APPROACH TO LISTENING - SYMPATHETIC (1) VS. CONTROLLING (10)

Scores on the Assertiveness scale identify a person's approach to listening from 1 for a person who is an extremely sympathetic listener to 10 for a person who tends to dominate a conversation.

John Johnson tends to be enthusiastic about his own ideas but he still encourages others to express theirs. Careful to allow for all points of view, he will invite debate and probe for complete understanding. In short, he is a good listener who may only require some skill enhancement to be really effective at obtaining and analyzing other people's ideas. He could be encouraged to ask more questions. This active listening skill is usually perceived as interest and most people are flattered to be asked about their ideas.

APPROACH TO CONFLICT - ACCOMMODATING (1) VS. FORCEFUL (10)

The Assertiveness scale distinguishes those who avoid conflict by being accommodating from those who are forceful in their approach to interpersonal conflict.

John Johnson balances accommodation and soft skills with a direct approach to conflict. Because he is fairly sure of himself, he is usually efficient in debate and confrontation and will only occasionally be worn down by the impact of others. In highly-charged, emotional situations, he can switch easily to a moderate, accommodating style of conflict resolution.

Part 7 - Best Practice Information

Excessive 'B' Responses: The candidate had the choice of an "A", "B", or "C" response for every question in the Prevue Personality Assessment. The second option, the "B" choice, is always an unsure or in-between answer. An excessive number of "B" responses (23 or more) can make the candidate appear more average than they really are.

The candidate was requested twice before starting the Prevue Personality Assessment and a third time in the course of taking the Assessment not to use the "B" choice more than a dozen or so times. Notwithstanding these repeated requests, the candidate used the "B" choice 36 times. This could mean the candidate:

- ▶ did not take the assessment request seriously or deliberately chose to ignore the instructions
- ▶ is indecisive and could not choose an "A" or "C" option;
- ▶ is "just average" and prefers the middle position on most issues, despite the instructions.

As the assessment cannot determine why the candidate failed to follow the instructions, there are suggested interview questions provided in the Interview Questions section of this report to provide you an opportunity to probe this subject with the candidate.

Assessment Administration: Best Human Resources practice recommends that assessments be administered to candidates in a controlled environment under the supervision of a proctor to ensure that:

- ▶ The person who completes the assessment is in fact the candidate.
- ▶ A candidate's responses to the assessment questions are not affected by collusion with others or by other actions that would invalidate the assessment.
- ▶ The supervisor is able to address unexpected conditions or problems affecting a candidate and to provide reasonable accommodation for candidates, where required.

Where a candidate completes the assessment without supervision, the accuracy of the results cannot be guaranteed. In such circumstances, you may wish to have the candidate retake the Prevue Assessments in a controlled environment at the time they attend your offices for an interview. For more information on the administration of the Prevue Assessment, please see 'Administering the Prevue Assessments' in the Prevue How-To Guides posted at www.prevueonline.com.

Assessment Weighting: The weight given to the Prevue Assessments in any human resource selection or other high stakes decision should not exceed one-third of the total process. The remainder of the process, including the candidate's work history, interview, background checks, etc., should be considered in association with the results of this report.

Ensuring Fairness: The use of Prevue Assessments helps to ensure that applicants are treated fairly without regard to race, color, religion, sex or national origin. Prevue Assessments are designed and developed to conform with the human rights legislation and best practice requirements prevailing in the various countries where Prevue Assessments products are distributed. This includes the EEOC Guidelines, the Americans with Disabilities Act and the standards for test development and administration published by the American Psychological Association, the British Psychological Society and the Association of Test Publishers.