

The Chrysalis Corporation

TotalView Report

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

on

Mr. John Sample

regarding the position of

Sample

2/16/03

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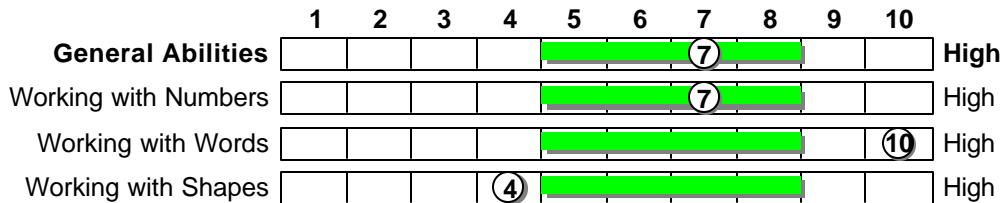


TotalView Benchmark

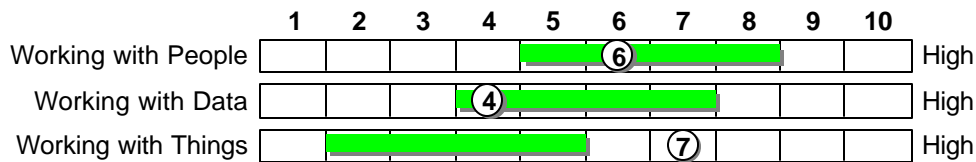
John Sample

Sample

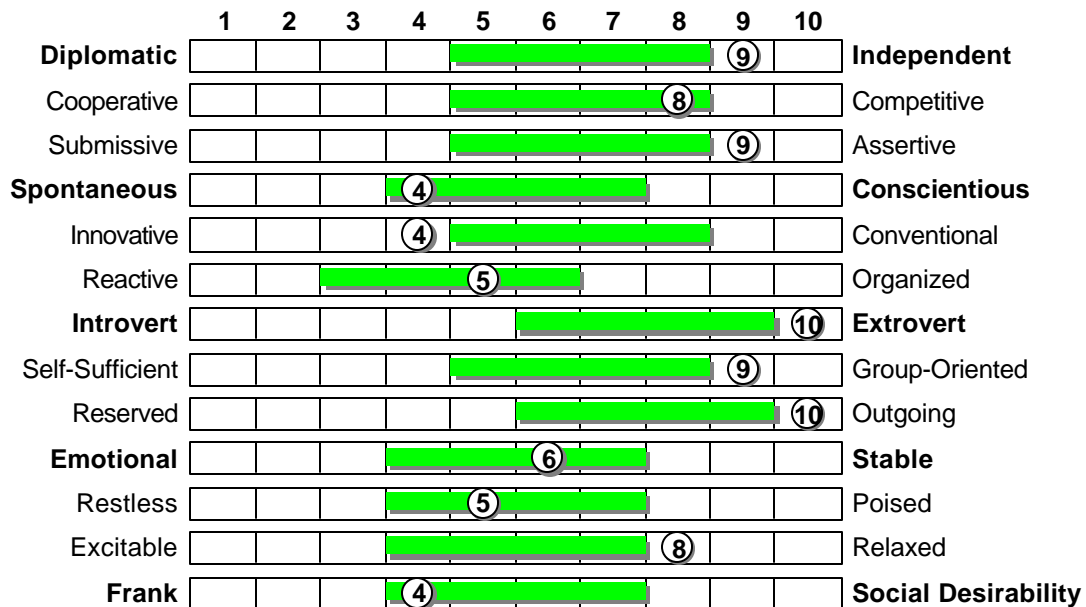
Abilities



Motivation/Interests



Personality



A TotalView benchmark illustrates the required characteristics of various jobs as decided by management. The shadowed areas above graphically represent the benchmark for this Sample position. The number on each scale is John Sample's actual score.

Coaching / Training

John Sample

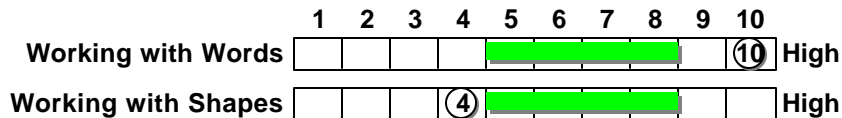
Sample

How to Use the TotalView in the Coaching / Training Process

One of the challenges management faces in coaching and training individuals is the process of correctly identifying developmental needs. The TotalView Coaching Report provides specific coaching and training information by simply matching Mr. Sample's assessment to this Sample benchmark. For each particular requirement in the benchmark the manager or training professional is provided with a starting point that identifies the appropriate skills or competencies required for the Sample position.

Coaching Areas Off the Benchmark

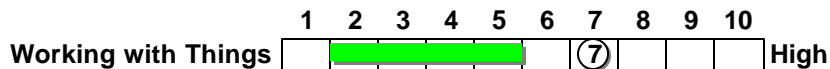
The following are areas where Mr. Sample did not match this benchmark. A brief explanation of the benchmark and score result is followed by suggestions and statements which may assist you in coaching his future performance as a Sample.



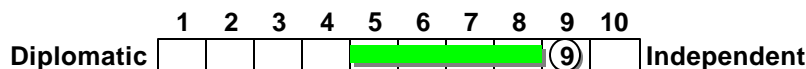
It will be evident that Mr. Sample does not fall within the Benchmarks for all of the dimensions of Abilities for this Sample position.

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

A score below any of the Abilities Benchmarks could be significant. Such results suggest Mr. Sample may have difficulty in quickly and effectively addressing and completing those aspects of the job where he is below the Benchmark. Courses at local colleges coupled with tutoring in the subject areas where Mr. Sample has scored below the Benchmark should be considered.



Along with machinery, tools, and equipment, John Sample will probably like working with electronic devices. If training in new technology is provided, he will apply himself vigorously and should do well. Although his interest in working with equipment is advantageous in many situations, most people in this Sample position are not as enthusiastic as Mr. Sample. Coaching should ensure that he puts his mechanical faculty to good use without letting this motivation unduly influence his business goals.

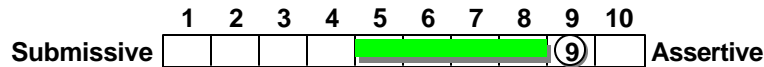


Mr. Sample is an ambitious, single-minded person who is determined to win. He will likely be an effective leader who is occasionally insensitive to others. Training should include analysis of specific abilities such as listening skills (to improve response to complaints or commentary) and goal setting with the focus on team objectives. Mr. Sample may particularly need support when dealing with subordinates who are also highly competitive. In that situation, he needs to make the best use of other's will to win.

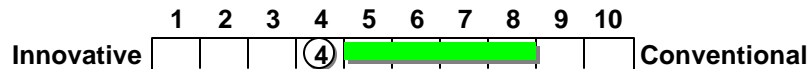
Coaching / Training

John Sample

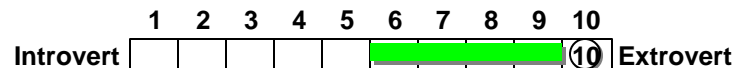
Sample



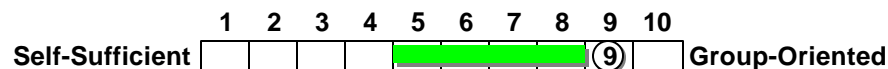
Mr. Sample is rational, assertive, and outspoken. These are good qualities in a leader, but a Sample must avoid being argumentative. Coaching for Mr. Sample should emphasize that, while he cannot always control his subordinates, he can control his response to them. Mr. Sample may benefit from considering tactful rather than forceful ways of expressing himself.



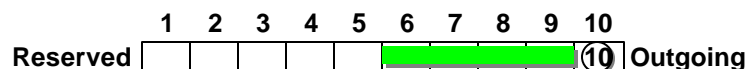
Mr. Sample is reasonably conventional with a balanced approach to change and innovation. Occasionally, he may want to bend the rules or devise a new strategy to meet a deadline or assist a subordinate. While this "on the fly" tactic can be productive, orthodox methods are safer and yield more predictable results. A review of company policy and procedures is recommended.



Mr. Sample is a lively person who enjoys being at the center of things. He probably has good listening and social skills, but these should be assessed as a good talker is not always a good listener. Communication and people skills are vital in management. He should be instructed to use his interpersonal skills to meet corporate objectives. This Sample may also be inclined to act on impulse. If he seeks excitement, repetitious tasks may be wearisome and he could be tempted to postpone these. Coaching should also include scheduling techniques that will allow varying the time and sequence of mundane tasks, while reinforcing their importance.



Being socially active, John Sample thrives in a lively environment. He needs to be part of the group but not necessarily the leader. While these traits are assets when dealing with people at any level, management also requires considerable self-sufficiency. Coaching for Mr. Sample should promote autonomy, attention to detail, and tolerance for repetition.

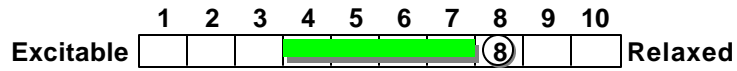


Outgoing and talkative, Mr. Sample is an impulsive person who likes meeting new people and doing new things. He prefers work that offers variety and challenge, but a Sample also has to work alone at repetitive tasks and he must maintain confidentiality about personnel and company goals. Training for Mr. Sample should focus on inventive ways to accomplish the more routine tasks. Computer software, for example, could be used to chart progress, set objectives, or recruit new employees. Coaching could also include a review of confidentiality guidelines and codes of conduct.

Coaching / Training

John Sample

Sample



Mr. Sample is relaxed, untroubled, and well able to cope with pressure. Less scrupulous people may attempt to exploit his easy trust and remarkable patience. Coaching should encourage a little more fervor and vigilance. Trust exercises would also help Mr. Sample to determine when it is and is not appropriate to trust.

Total Person

John Sample

Sample

Note:

The Total Person is a combination of all the elements Mr. John Sample completed in his TotalView Assessment.

Mr. John Sample has superior verbal skills, above average numeric skills, and average spatial skills. Assignments that involve reading and writing will be easiest for him. He should excel at any kind of paperwork or written material. Almost as adept with numbers as with words, he is also well able to do challenging numeric assignments such as working with complex spreadsheets and data tables. Because he is reasonably proficient in tasks that require mental manipulation of shapes and objects, he will be able to follow routine diagrams, to estimate space requirements, and to read blueprints.

Although Mr. Sample will need a little more time for tasks dependent on spatial reasoning, whenever he can use his exceptional skills in verbal or numeric reasoning, he will learn quickly and his job performance should be above average. John Sample will perform best when the environment and work practices change slowly.

Mr. Sample is strongly motivated to work with people and things, and moderately inclined to work with data. Regarding computer tasks, he would prefer direct communication with others via Internet connections, E-mail, and word processing. His average interest in information processing means that he would have to exert himself in any data management tasks and when doing detailed paperwork. Because he likes to work with others, he should do well in a position requiring social skills.

Mr. Sample is highly assertive and competitive. He willingly puts forth his own views, and has no fear of confrontation or controversy. In pursuit of his goals, he will show little concern for others and may be uncooperative with those who do not share his views. As a decisive leader, John Sample is driven to succeed and will work hard to reach his goals.

John Sample 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. Sample can tolerate a relatively constant flow of routine tasks and still deal well with the occasional novelty.

John Sample requires continual social stimulation and only rarely does he feel a need to be by himself. Extended periods of solitude will be frustrating for him. Often wanting to be in the spotlight, he will usually lead any discussion but he is not inclined to take the role of leader all the time in every activity. He enjoys meeting new people and exploring new ideas. He often acts impulsively and long-term assignments must include variety or else he will lose interest. Mr. Sample will not tolerate a great deal of monotony and he will thrive on challenging assignments, particularly if these contain an element of risk.

John Sample is sensitive to the emotions of others, and he will generally act appropriately. Certainly, unwarranted criticism can upset his equilibrium, but he will quickly regain his normal good humor. He is not bothered by the ordinary give and take of human relations. He is generally calm and, while aware of stress, he does not let it stop him from achieving his goals. He is so relaxed and copes so well with pressure that some might misinterpret his lack of excitability as indifference. Less scrupulous people may attempt to exploit his easy trust and remarkable patience. Ideally, he should work on demanding, high pressure, long-term projects that require dealing with people openly and objectively. Whether he is required to give a fast response to a crisis or methodical attention to a routine task, Mr. Sample will work well under most pressures.

Individual Traits

John Sample

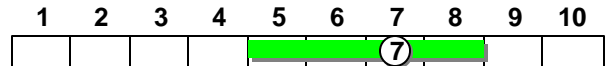
Sample

NOTE:

The individual traits on the following pages are descriptions of Mr. 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 would have sten scores in the 1 - 3, and 16% in the 8 - 10 ranges. The other 68% of the population will score in the middle ranges 4 - 7.

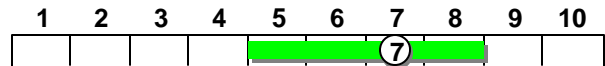
General Abilities

As Mr. Sample 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.



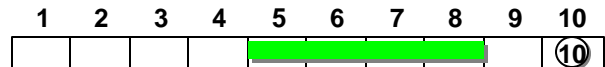
Working with Numbers

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



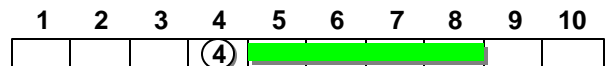
Working with Words

This score indicates the highest level of ability to use language as a vehicle for reasoning and problem solving.



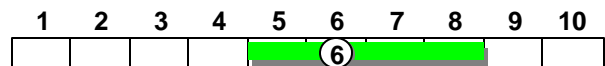
Working with Shapes

Mr. Sample is likely to be reasonably competent in mentally manipulating or visualizing shapes, but may need more time while working in this medium. When under time pressure he is likely to make more mistakes than average.



Working with People

Mr. Sample shows an average level of interest in 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.



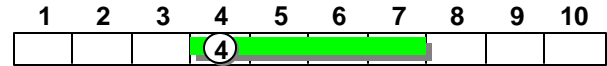
Individual Traits

John Sample

Sample

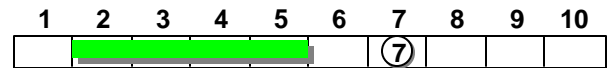
Working with Data

Mr. Sample has some interest in working with data. Such a person may be able to relate and balance this limited interest in data to those tasks in the job that require working with people or working with machinery and equipment. He would not necessarily feel the need to work with data to form the major part of his job.



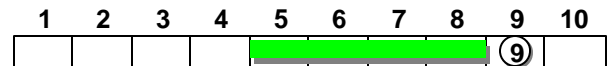
Working with Things

John Sample 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.



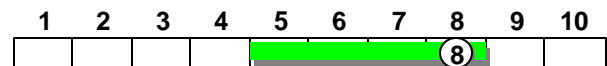
Diplomatic / Independent

John Sample is independent and has a strong desire to reach his goals. This is accompanied by a willingness to control and a determination to express his point of view. Such people are skeptical and hard-headed in some working conditions.



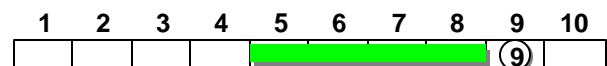
Cooperative / Competitive

This person describes himself as a hard driving competitor with a strong, individual need to win. He has less concern to win as part of a team.



Submissive / Assertive

Mr. Sample is forthright, assertive and outspoken. However, individuals like him tend to be confrontational and not afraid of arguments, and will readily put forth their own views. He tends to take control.



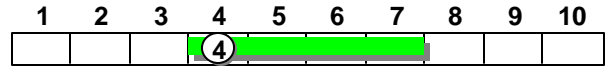
Individual Traits

John Sample

Sample

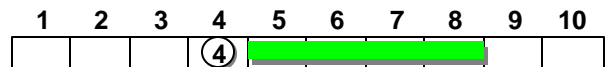
Spontaneous / Conscientious

He is both flexible and spontaneous, therefore, he works well with change and innovation. Occasionally impulsive, he will occasionally need to be reminded of the framework in which he is operating.



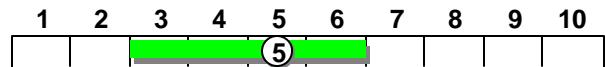
Innovative / Conventional

John Sample sees himself as someone who is somewhat adaptable to change and innovation. He will seek new methods to solve problems.



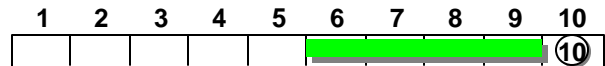
Reactive / Organized

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



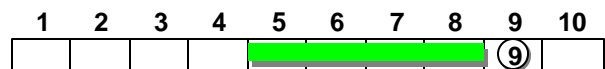
Introvert / Extrovert

Mr. John Sample is a very sociable and talkative person who seeks excitement. In fact, he is happiest when he is the center of attention, seeking out people for fun, entertainment, company and stimulation. Others will see him as a very high-spirited and impulsive individual.



Self-Sufficient / Group-Oriented

This is a sociable person who prefers to be with other people in a lively environment. A quiet time is the exception rather than the rule. He is usually found at the center of groups or social activities, and seeks the approval of others.



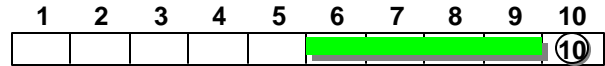
Individual Traits

John Sample

Sample

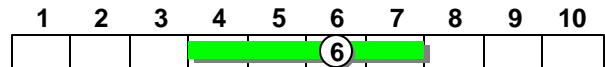
Reserved / Outgoing

John Sample is an outgoing, talkative individual, who wants to be the center of attention. Such people enjoy risky, action-packed, challenging jobs. They act impulsively and quickly become bored with repetitive work. He may be enthusiastically verbal to the point of not allowing others to express their opinion.



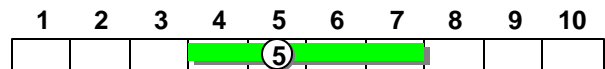
Emotional / Stable

In most situations, John Sample accepts people in a calm and stable manner. There will be circumstances when he becomes apprehensive and emotional, even wary about some people, particularly their motives. In general, he is secure in himself, remaining quite relaxed under moderate stress.



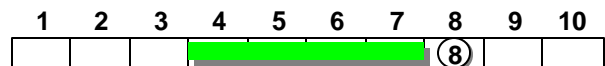
Restless / Poised

Such people can remain calm and poised in the face of unpleasant circumstances, yet at times have a tendency to become upset and take things personally.



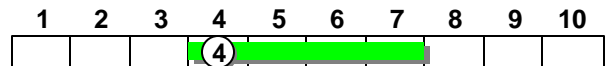
Excitable / Relaxed

He is a relaxed, easygoing individual who copes well with most work related pressures. He is likely to be accepting of most people and to be generally trusting. For the most part, people like Mr. Sample are able to keep their troubles in proportion and not worry unduly.



Social Desirability

Given this level of score, there is reason to believe that Mr. Sample has presented a reasonably frank picture of himself on the other scales.



Validity

John Sample

Sample

VALIDITY:

The rules for identifying patterns of responses in the Personality section of the TotalView Assessment which 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.

ICES Assessments Systems Inc. advises users that the TotalView Assessment should provide not more than one-tenth to one-third of any human resource planning process. The remainder of the process, including the candidate's work history, interview and succession plan, 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 Job Description Survey. Except when designed by a professional, ICES Assessment Systems Inc. recommends all benchmarks should be designed by the Concurrent, Job Description Survey or a combination of both methods.

When properly implemented and utilized in conjunction with other normal coaching and training tools, this assessment will help to ensure that employees are treated fairly without regard to race, color, religion, sex or national origin.