

**The Chrysalis Corporation**

**TotalView Report**

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

on

**Ms. Mary Sample**

regarding the position of

**Sample**

2/16/03

**Distributed By:**  
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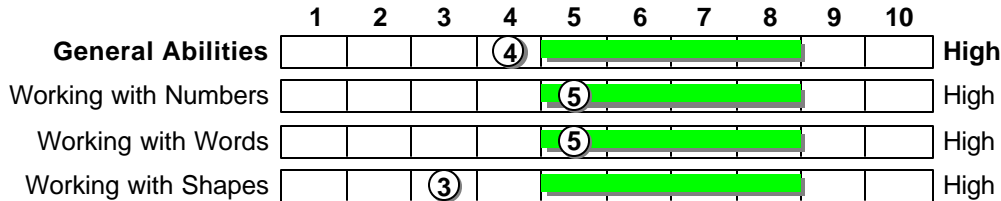


# TotalView Benchmark

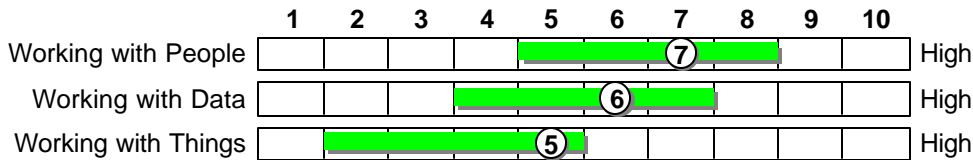
Mary Sample

Sample

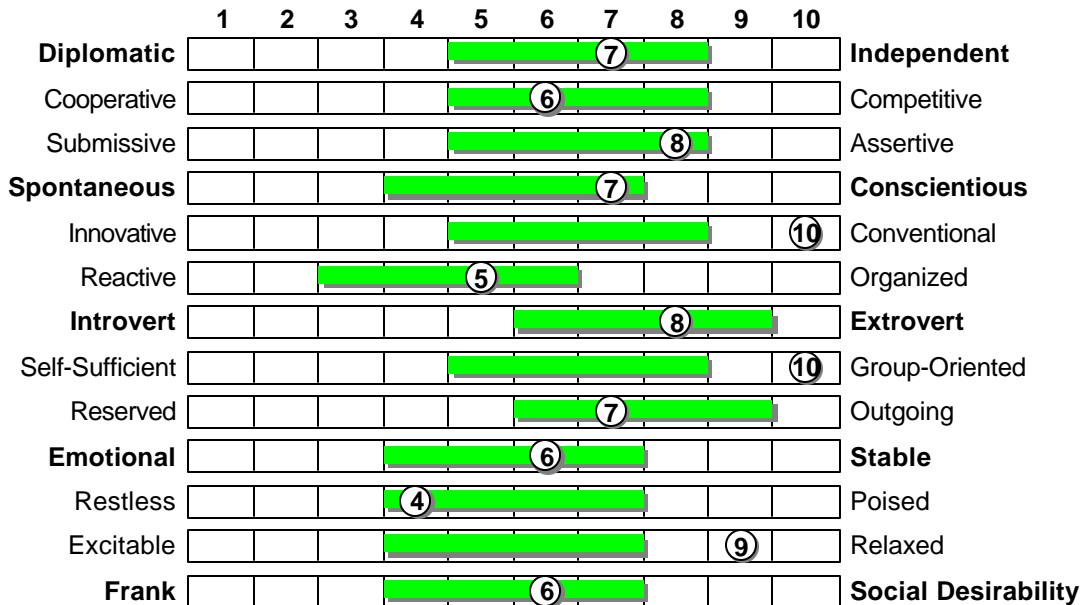
## Abilities



## Motivation/Interests



## Personality



A TotalView benchmark illustrates the required characteristics for this job as decided by management. The shadowed areas above graphically represent the benchmark for this Sample position. The number on each scale is Mary Sample's actual score. The following percentage reflects the degree of suitability of her scores when compared to this benchmark.

## TotalView Job Suitability

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

## Benchmark Suitability

**80%**

# The Interview

Mary Sample

Sample

## Planning the Interview

Your interview should be a formal meeting with the objective of assessing Ms. Sample qualifications for this Sample position. Planning for the interview should begin with an examination of any areas of confusion or concern identified in the previous steps in the selection process, including your review of her resume or reference checks. This background information, in conjunction with this report, will assist you in determining this candidate's overall suitability for this position.

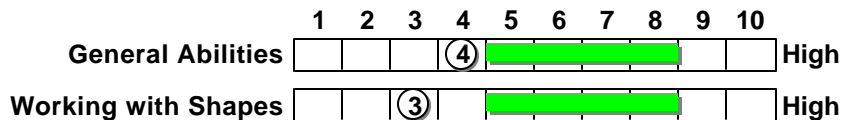
## How to Use the TotalView Assessment in the Interview Process

Good hiring and promoting practices require that the personality traits, interests and abilities of job candidates should be matched to those required for the job for which the candidate is being considered. This can be accomplished by creating a Benchmark of the characteristics that your experience has confirmed are required for the job and that are evident in people who may have prior success in the job. The more closely Ms. Sample scores match the Benchmark, the higher is her suitability for that specific job. Scores that are off the Benchmark should provoke closer scrutiny.

Interview questions directed to specific on-the-job conduct will improve the selection process. In most cases you should customize these questions for this particular Sample position. Ms. Sample responses should be clarified with further behavioral questions until you are comfortable you can make a proper decision on her overall job suitability.

## Areas Off the Benchmark

The following are areas where Ms. Sample did not match this Sample benchmark. A brief explanation of the score result and Benchmark is followed by suggested behavioral interview questions.



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

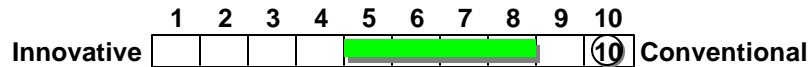
A score above any of the Abilities Benchmarks will not generally be detrimental to overall performance. However, consideration should be given to whether the position will provide sufficient challenge, stimulation and opportunity for Ms. Sample.

A score below any of the Abilities Benchmarks could be significant. Such results suggest Ms. Sample may have difficulty in quickly and effectively addressing and completing those aspects of the job where she is below the Benchmark.

# The Interview

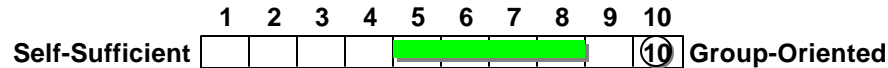
Mary Sample

Sample



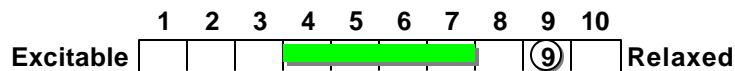
Ms. Sample is likely to be very conscientious, meticulous, and reliable.

1. Describe the most innovative thing you have done to solve an employee's problem.
2. Based on your previous position, give an example of a suggestion you made that really affected profitability.
3. You are a meticulous and conscientious person who has chosen this demanding management or supervisory career. Explain the various practices you have previously put in place to insure that you got everything done on time.



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

1. How do you win the support of your subordinates?
2. Describe the business-related groups, clubs or activities that you are involved with to keep busy.
3. Describe a typical busy, socially-oriented work day. Is that your preference?



Ms. Sample sees herself as very relaxed, untroubled, and well able to cope with life's pressures.

1. Can you explain the activities that you do to control stress.
2. Getting started on projects, particularly if things are busy, is often difficult. Describe the last situation where your manager thought you did not get started on a project quickly enough.
3. When supervising others, there always will be unpleasant situations. Describe how you manage difficult employees.

# Total Person

Mary Sample

Sample

**Note:**

The Total Person is a combination of all the elements Ms. Mary Sample completed in her TotalView Assessment.

This person has average ability to work with words and numbers, and lower than average ability to work with shapes. Assignments that involve working with text or numeric data will be easier for her. Common paperwork and some writing are within her scope. Similarly, she will do reasonably well with ordinary spreadsheets, data tables, and simple arithmetic tasks. She will be slower, however, to learn new tasks requiring spatial abilities and may have difficulty following diagrams, estimating space requirements, or interpreting graphs. She may well require more instruction, guidance, and time to achieve competence in routine work if it requires spatial reasoning. Ms. Sample will perform best when the environment and work practices remain constant. Frequent changes in the work routine will be difficult for her and may result in errors.

Ms. Sample is strongly interested in people and would be most happy in a job that involves contact with others. She is also well motivated to work with data and moderately interested in things. She could process abstract information and use technology so long as she still had opportunities for social interaction. She would perform best where she could take advantage of her preferences for both interpersonal activity and data analysis. In a computer context, Ms. Sample would enjoy direct communication (via Internet connections, E-mail, and word processing) and data management.

Ms. Sample is a strong team player who enjoys individual recognition. Competitive and highly assertive, she is extremely direct and says exactly what she thinks. At times, her willingness to confront can seem argumentative, but she still values cooperation and will seek to collaborate with rather than browbeat her opponents. She is most comfortable when controlling the situation and, when she has a personal interest in the events at hand, it may be difficult for her to let go of authority.

Ms. Sample will conduct herself in a conventional and reliable manner. She can also be creative and spontaneous, and she can react to events as they happen. Although she is at her best working in a structured and unambiguous environment, Ms. Sample will prefer to respond spontaneously to situations as they arise. This is a good combination for most businesses because it means reliable performance with the flexibility to meet sudden changes in the marketplace.

Mary Sample prefers to work in the company of others. She believes that the more people involved the better the outcome. Extended periods of solitude will be frustrating for her. Often wanting to be in the spotlight, she will usually lead any discussion. She enjoys meeting new people and exploring new ideas. She often acts impulsively and long-term assignments must include variety or else she will lose interest. Ms. Sample will not tolerate a great deal of monotony and she will thrive on challenging assignments, particularly if these contain an element of risk.

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

# Individual Traits

Mary Sample

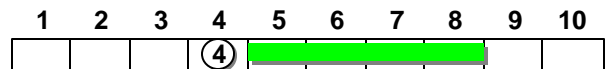
Sample

## NOTE:

The individual traits on the following pages are descriptions of Ms. Sample's characteristics as determined by the TotalView Assessment. The 1 - 10 scoring scale used throughout the TotalView Assessment is called a sten scale. Sten simply means the standard tenth of a normal bell curve. Approximately 16% of the population 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.

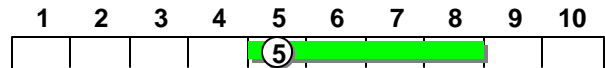
### General Abilities

Ms. Sample is likely to be reasonably competent, but tends to learn slightly more slowly than the average person, finding it hard at times to absorb new information. She may have difficulty coping with problems that require mental reasoning combined with time pressures. Ms. Sample is likely to be very efficient working within a structured environment, where there are opportunities to develop her skills at her own pace.



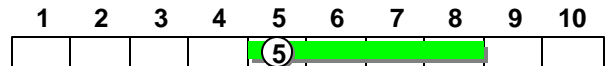
### Working with Numbers

Ms. Sample has a fair capacity for speed and accuracy in numerical reasoning. This indicates she is as able as most average adult workers dealing with simple numbers.



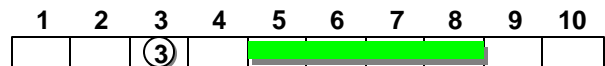
### Working with Words

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



### Working with Shapes

Ms. Sample has a below average skill in working with shapes. Although individuals with this score are likely to be reasonably competent in manipulating shapes, they may be rather slow. When under time demands they are likely to make more than an average number of mistakes in spatial visualization.



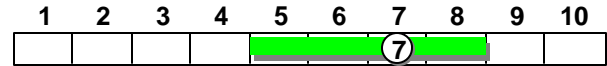
# Individual Traits

Mary Sample

Sample

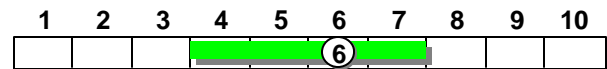
## Working with People

Ms. Sample shows a high average interest in work that involves dealing with people. She is likely to prefer employment that involves a reasonable degree of contact with others and would not be happy working on her own. She will enjoy work that requires difficult and demanding interpersonal skills.



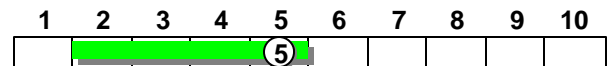
## Working with Data

Ms. Sample has some interest in working with data. Such a person will 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. She would not necessarily feel the need to work with data to form the major part of her job.



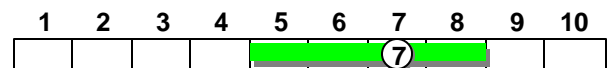
## Working with Things

Mary Sample expresses an average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Such people are likely to be comfortable in handling goods or equipment, but would not see that interest being central to their work.



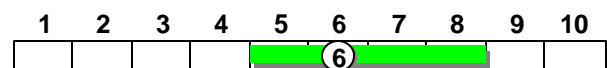
## Diplomatic / Independent

Mary Sample is usually forthright and plays hard to win. She can be outspoken and unafraid of controversy and argument. Ms. Sample can participate in achieving team and individual goals.



## Cooperative / Competitive

She describes herself as a person who is competitive and plays to win. She is a cooperative team member. Such individuals seek compromise between their own achievements, and the need to maintain relationships with others.



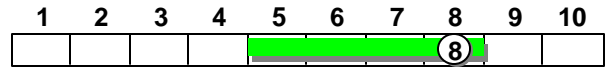
# Individual Traits

Mary Sample

Sample

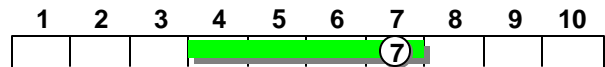
## Submissive / Assertive

Mary Sample is often straight forward, assertive and outspoken. She usually respects other opinions, yet is unafraid of confrontation. She tends to take control.



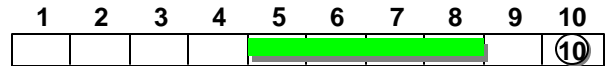
## Spontaneous / Conscientious

It is her nature to be conscious of detail, dependable and well prepared. As a reliable individual, she will follow rules and established procedures within a traditional setting. She will probably prefer the status quo to change.



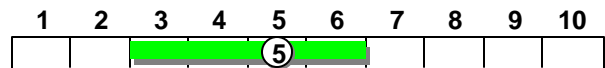
## Innovative / Conventional

As a follower of the rules, Ms. Sample conducts herself in an extremely conventional manner. Her rigid attitude makes it difficult for her to adapt to new situations and change. Ms. Sample will be at her best working as a Sample in a highly structured environment with clearly defined rules and guidelines.



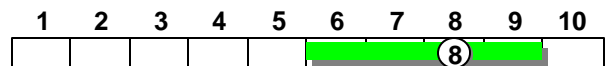
## Reactive / Organized

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



## Introvert / Extrovert

Ms. Mary Sample is an extrovert, who seeks stimulation from the company of others. Generally energetic, she seeks to be the center of attention. Her fellow workers will see her as high-spirited and impulsive at times.



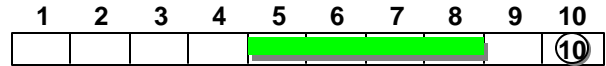
# Individual Traits

Mary Sample

Sample

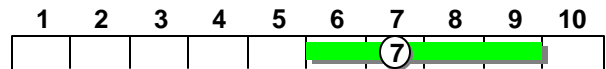
## Self-Sufficient / Group-Oriented

This is a very sociable person who actively seeks out an active work environment where she can be with lots of people. She is happiest working in situations where she spends most, if not all, of her time interacting with other people. She can become uncomfortable with social disapproval.



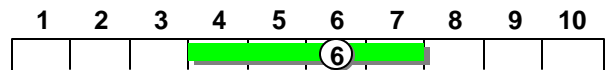
## Reserved / Outgoing

Although Mary Sample likes to be the center of attention, there will be times when she may avoid the spotlight. Ms. Sample prefers variety in her work. Individuals like Mary Sample are happy with a moderately exciting life, and can be a risk taker at times.



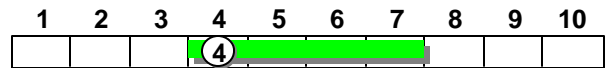
## Emotional / Stable

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



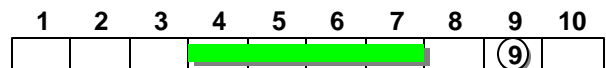
## Restless / Poised

She has a tendency to get upset and irritated in difficult situations. Occasionally it is difficult for her to be objective and rational about situations in which she is personally involved.



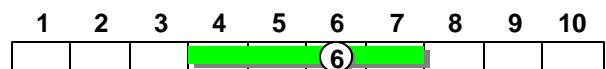
## Excitable / Relaxed

She is a relaxed and trusting person, who remains calm under stress. She copes well in high-pressure jobs.



## Social Desirability

Mary Sample describes herself as someone who is usually considerate. Such individuals are aware of social rules and expectations.



# Validity

Mary 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: 3

This number of "B" choices is within acceptable levels and the results of the Personality section of this report had meaningful response patterns. Therefore the data presented in this TotalView Assessment can be considered accurate and reliable.

## **NOTICE:**

ICES Assessment Systems Inc. advises users that the TotalView Assessment should provide up to one-third of the total selection process. The remainder of the selection process, including the candidate's work history, interview and background checks, should be used in association with the results of this report.

The benchmark used for this report was designed by a method other than a Concurrent or 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 customary selection procedures, this assessment will help to ensure that applicants are treated fairly without regard to race, color, religion, sex or national origin.