

[Redacted]

## TotalView Report

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

on

**Ms. Mary Sample**

regarding the position of

**Sample Management**

06/21/2000

**Distributed By:**  
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(800) 860-1361

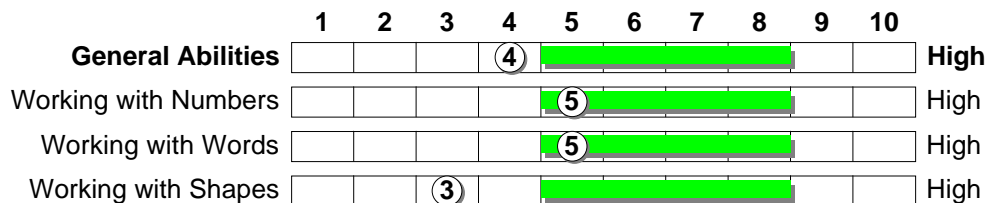


# TotalView Benchmark

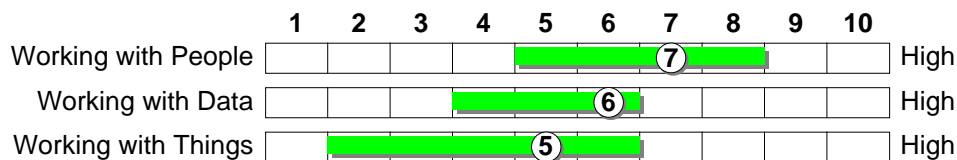
Mary Sample

Sample Management

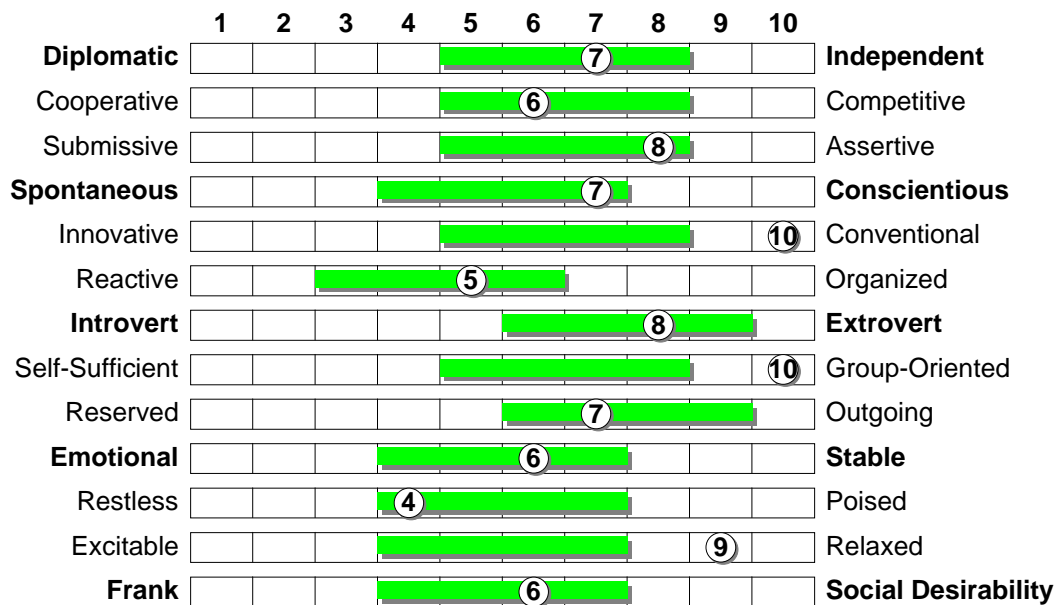
## Abilities



## 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 Management position. The number on each scale is Mary Sample's actual score.

# Coaching / Training

Mary Sample

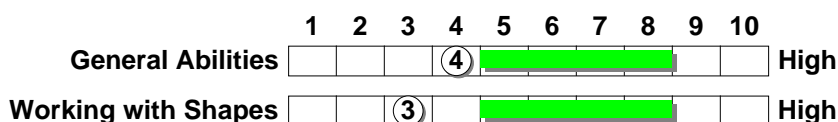
Sample Management

## 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 Ms. Sample's assessment to this Sample Management 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 Management position.

## Coaching Areas Off the Benchmark

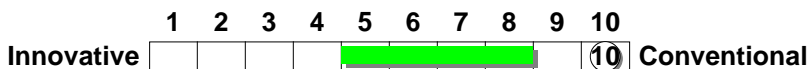
The following are areas where Ms. Sample did not match this benchmark. A brief explanation of the benchmark and score result is followed by suggestions and statements which may assist you in coaching her future performance as a Sample Management.



It will be evident that Ms. Sample does not fall within the Benchmarks for all of the dimensions of Abilities for this Sample Management 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 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. Courses at local colleges coupled with tutoring in the subject areas where Ms. Sample has scored below the Benchmark should be considered.

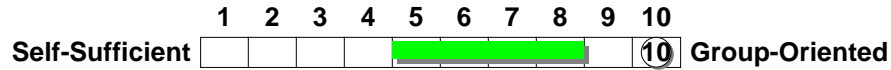


Ms. Sample is conventional and reliable, and often meticulous in her attention to details. She likes to do things "by the book" and prefers a structured work environment with a definite work plan. Accordingly, coaching for Mary Sample should begin with a review of her job description to identify managerial issues that require flexibility or innovation. Because she tends to be time conscious and strategic, she may find it difficult to adapt to delays, personnel changes, or emotional upheaval in the workplace. Coaching for Ms. Sample should include experimenting with a flexible time management plan so that she will have more latitude to deal with disruptions.

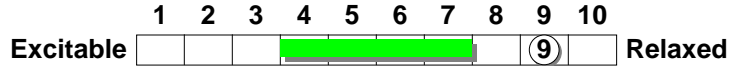
# Coaching / Training

Mary Sample

Sample Management



Being socially active, Mary Sample thrives in a lively environment. She 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 Ms. Sample should promote autonomy, attention to detail, and tolerance for repetition.



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

# Total Person

Mary Sample

Sample Management

**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.

Mary Sample is meticulous with details, preferring to have a well-thought-out plan before beginning any project. She can also be creative and spontaneous, and she can react to events as they happen. In an organized, structured environment, Mary Sample is careful and reliable and may produce her best work. When the situation is less clear or disorderly, she copes by imposing her own rules. In an unstable environment, she is likely to prefer loose guidelines that permit some creativity. She recognizes the value of planning, and has good time-management skills, but

# Total Person

Mary Sample

Sample Management

she can react to unexpected changes easily. 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

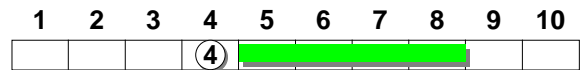
Sample Management

## 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.

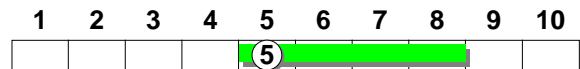
### General Abilities

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.



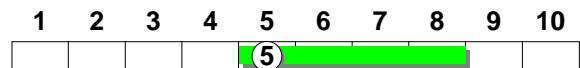
### Working with Numbers

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.



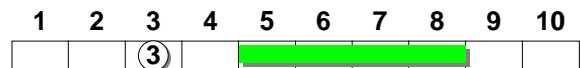
### Working with Words

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.



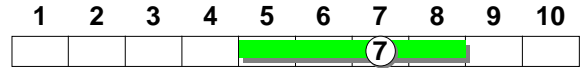
# Individual Traits

Mary Sample

Sample Management

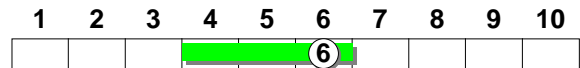
## Working with People

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.



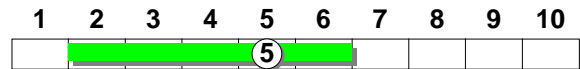
## Working with Data

Ms. Sample has an average interest in working with data. Such a person may relate this interest in data to its application in working with people and/or machinery and equipment.



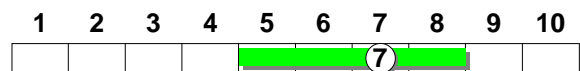
## Working with Things

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.



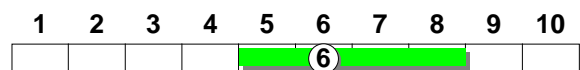
## Diplomatic / Independent

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.



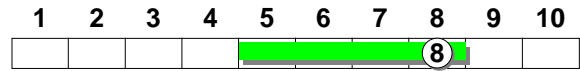
# Individual Traits

Mary Sample

Sample Management

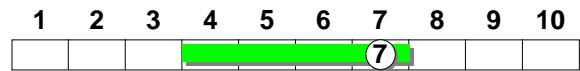
## Submissive / Assertive

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



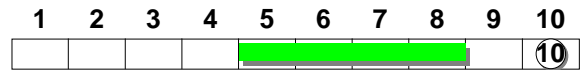
## Spontaneous / Conscientious

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.



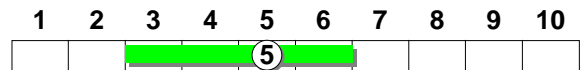
## Innovative / Conventional

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 Management in a highly structured environment with clearly defined rules and guidelines.



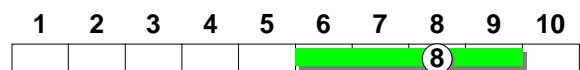
## Reactive / Organized

She is somewhat organized, but can respond to spontaneous and unpredictable events. She could be described as a Sample Management 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.



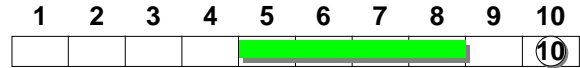
# Individual Traits

Mary Sample

Sample Management

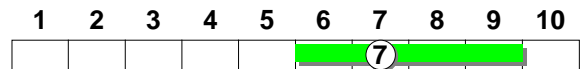
## Self-Sufficient / Group-Oriented

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 social disapproval.



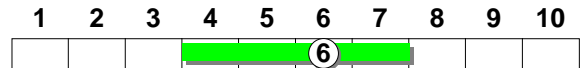
## Reserved / Outgoing

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.



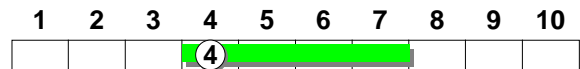
## Emotional / Stable

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.



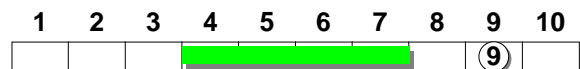
## Restless / Poised

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.



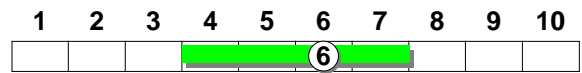
# Individual Traits

Mary Sample

Sample Management

## Social Desirability

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



## 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. In addition to the acceptable level of "B" responses, 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 candidates 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 combining 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.