

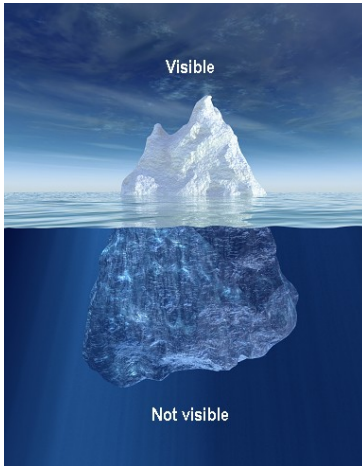
Report for:

Jennifer Example

Entry Date	25 - 08 - 2010	
Email	info@onlinetalentmanager.com	
Group	Purchasing	Department
	Selection	

Introduction

You have completed one or more questionnaires in the Online Talent Manager system. This report explains the results of these questionnaires. All Online Talent Manager tests were developed by highly experienced psychologists and are the result of years of research.



The Iceberg Model

The iceberg model is a good way of illustrating the difference between the visible and hidden portions of your personality. The small portion 'above the waterline' is made up of behaviors and characteristics that others can see. Most of your personality is 'below the waterline' and not easily visible to others. This hidden area includes your deep motivations, intrinsic values, and your basic personality, things that influence your behavior and have a big impact on your job performance and satisfaction.

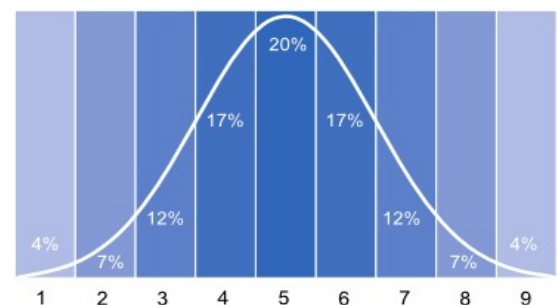
Norm Group

There is no universal, absolute scale of personality. We calculate your results by referencing a 'norm group'. Your personality test results are expressed on a numerical scale that shows how your scores compare to the scores of other respondents to the same test.

Stanine score

The numerical score given for each trait is a representation of how your results compare to those of a norm group. Your score may vary depending on the norm group used to generate this report. Scores range from '1' (very low) to '9' (very high) with '5' representing the average score of the group. The graphic below displays the shape of a normal distribution. This graphic shows the percentages of respondents who fall into each rank. As you can see, the '1' and '9' scores are quite extreme, with each of them only occurring 4% of the time and that fully 20% of all respondents will have a '5' score.

score 1	Low
score 2	
score 3	Below average
score 4	
score 5	Average
score 6	
score 7	Above average
score 8	
score 9	High



Career Values

Values are deeply-held and stable personal preferences anchored in individuality and aims that we are not even fully aware of. Values give direction to our views and our behaviour. They lie at the basis of important decisions and form an important part of who we are. Values indicate what we find important and what we need to realise in our surroundings to be fulfilled and function effectively. The Career Values test, developed by Tjoa and Goos, measure 17 separate values and indicates which values are most important in your career and work life. Comparison of career values in teams makes additive, strengthening, and shared goals visible, but also illuminates the cause of conflicts and ineffective behaviour. The results of this test indicate the order of the most important career values. Though the actual scores shown can be telling, the most important information is the order of these responses. Pay extra attention to the top 4 to 5 values, these values are the most important to the candidate.

Your scores have been compared to a group of respondents with the following characteristics: (S.B)

- Education level: Associate's degree, Bachelor's degree, Graduate degree
- Test situation - selection or development

Management

Influencing situations and guiding, leading and monitoring people. Enjoying the challenge of complex organisational problems. Motivated to resolve wide-ranging crises in an organisation.

1 2 3 4 5 **6** 7 8 9

Your score for the career anchor of Management is above average. Your focus on seeking to influence situations and to guiding, leading and monitoring people is above average. You take charge of situations, enjoy being at the controls and consider it acceptable to exercise power and manipulation at certain moments. You like dealing with complex organisational problems and see them as a challenge. Your motivation to resolve wide-ranging crises in an organisation is above average.

Technical and Functional Specialisation

Mastering a specific, clearly defined competency area. Developing in specialised area of expertise. Deriving one's identity from being a specialist. Being recognised as an expert. Seeing the content and depth of the work as an important if not the most important challenge and source of satisfaction.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Technical and Functional Specialisation is average. You derive a certain element of your identity from being a specialist. You have an average degree of interest in mastering a specific, clearly defined competency area to perfection. You grasp some of the opportunities to develop in your specialised area of expertise. An average score may also mean that whether you attach a lot or little importance to Technical and Functional Specialisation as a career anchor depends on the situation and circumstances.

Creativity

Enjoying thinking up and developing new ideas. Enjoying being involved in new developments. Contributing to the development of new products and services. Pushing back the boundaries in a certain area. Trying out new things.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Creativity is average. You are averagely focused on thinking up and developing new ideas. You have a certain degree of interest in being at the forefront of new developments. You have an average interest in contributing to the development of new products and services. You feel an average degree of interest in pushing back boundaries in a certain area. You have an average interest in trying out new things. An average score may also mean that whether you attach a lot or little importance to creativity depends on the situation and circumstances.

Lifestyle Integration

A balance between the working environment, career development and personal situation. A good balance between work and private life. Prepared to compromise on career opportunities in return for more free time and greater fulfilment outside work.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Lifestyle Integration is average. You make some effort to achieve a balance between your working environment, career development and personal situation. You attach a certain degree of importance to achieving a good balance between your work and private life. You have an average willingness to compromise on career opportunities in return for more free time and greater fulfilment outside your work. An average score may also mean that whether you attach a lot or little importance to Lifestyle Integration as a career anchor depends on the situation and circumstances.

Entrepreneurship

Being your own boss. Starting and building up your own business. As an entrepreneur, taking on risks that can generate tangible benefits. Creating something of your own. Reaping a substantial share of the benefits of your efforts and creativity yourself.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Entrepreneurship is average. The idea of being your own boss and starting and building up your own business is of average appeal to you. You are prepared to some degree to take on risks as an entrepreneur to generate tangible benefits. The extent to which you want to create something that is wholly of your own is average and the idea of reaping a substantial share of the benefits of your efforts and creativity yourself has a certain appeal. An average score may also mean that whether you attach a lot or little importance to Entrepreneurship as a career anchor depends on the situation and circumstances.

Service and Commitment

Making yourself available for a good cause. Committed to a social cause and the people involved. Fulfilment through providing help and service that is of benefit to society as a whole.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Service and Commitment is average. You feel an average degree of calling to make yourself available for a good cause. You feel an average degree of interest in committing yourself to a social cause and the people involved. You gain some fulfilment through providing help and service that is of benefit to society as a whole. An average score may also mean that whether you attach a lot or little importance to Service and Commitment as a career anchor depends on the situation and circumstances.

Competition

Wanting to be the best. Beating or outperforming other people. Being on the winner's rostrum. Preferring and looking for situations to compete with other people.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Competition is average. You feel an average degree of need to be the best. You are averagely interested in winning and in outperforming other people. You have some interest in being able to be on the winner's rostrum. You enjoy a competitive atmosphere to some extent. You feel reasonably comfortable in situations in which you can compete with other people and sometimes look for such situations. An average score may also mean that whether you attach a lot or little importance to competition depends on the situation and circumstances.

Prestige

Striving for social esteem through the work you do or the position you hold. Wanting to do work that makes people respect you. Liking being part of a prestigious organisation.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Prestige is average. Your striving for social esteem in the work you do or the position you hold is average. The respect you will gain or the prestige that work will give you in other people's eyes may on occasions influence your choice of work. You have some interest in being part of a prestigious organisation, and this may sometimes be a reason for choosing a specific organisation. An average score may also mean that whether you attach a lot or little importance to Prestige as a career anchor depends on the situation and circumstances.

Financial Motivation

Sensitivity to financial incentives in career. Wanting to earn lots of money. Wanting to be rich.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Financial Motivation is below average. You are not very interested in financial incentives in your career. You rarely think in terms of money. Your interest in money is limited and earning large amounts of it is not a goal for you. You are indifferent to the idea of becoming rich.

Growth

Keenness to develop skills and competencies. Desire to apply knowledge gained. Further developing competencies in breadth and depth.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Growth is below average. You do not regard being able to continue developing your skills and competencies in your job as particularly important. Your motivation is not dependent to any great extent on opportunities to apply and improve your knowledge. You are less focused on developing your competencies in breadth or depth.

Collegiality

Attaching importance to and striving for good relationships with colleagues at work. Providing support to colleagues. Contributing to a good team spirit. A working environment that feels like one big, happy family, with colleagues who have time for and interest in each other.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Collegiality is below average. You attach less value to good relationships with colleagues and do little to promote collegiality. You provide little support to colleagues and contribute little to a good team spirit. You do not attach much value to or feel comfortable in a working environment that feels like one big, happy family, with colleagues who have a lot of time for and interest in each other.

Security

Having guarantees of continuity and economic certainty. Being able to be confident about the future that an employer can offer. Having guarantees of job security.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Security is below average. You do not attach much importance to security. You have less need of clear guarantees of continuity and economic certainty. You do not consider it very important to be able to have confidence in the future that an employer can offer. You do not specifically choose a working environment or job on the grounds of job security.

Relationship with Management

Attaching importance to having a boss who pays attention to your personal development and a coach who senses what you need. Having someone you can confide in and who holds up a mirror to you at the right moments. Having a boss with whom you can discuss things.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Relationship with Management is below average. Your enjoyment of your work is not influenced to any great extent by whether you have a boss with whom you can discuss things. You do not attach much importance in your individual jobs and career to having a boss who pays attention to your personal development and a coach who senses what you need. Having a strong personal relationship with someone in whom you can confide, who holds up a mirror to you at the right moments, who encourages you and who makes suggestions does not have much effect on whether you do well at work.

Authenticity

A career reflecting your deepest values. A career based on what essentially appeals to you rather than on what other people think. Being yourself in your work and career, irrespective of what other people expect or demand of you. Not behaving differently in your work than otherwise. Following your calling.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Authenticity is below average. A career reflecting your deepest values is not of any particular importance to you. You do not clearly choose for a career based on what really appeals to you and you may be more likely to be led by what other people think, expect or demand. Spontaneity and being yourself in your work and career are less important. You are not really concerned about behaving differently from your real self. You generally have no great difficulty in compromising on what you could regard as your calling.

Motivation to Perform

Making high demands on yourself. Continually focusing on raising the level of performance. Continually wanting to improve your own performance.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Motivation to Perform is below average. Performance is a less important motive in your career. You do not make high demands on yourself. You are not focused on or involved to any great degree in raising the level of performance. Your feeling of need to keep on improving your own performance is below average.

Autonomy

As much scope and freedom as possible to determine the way of working, the approach to problems and the speed and timing of work. Preference for working relationships and working environments with little obligation or requirement to account for performance.

1 **2** 3 4 5 6 7 8 9

Your score for the career anchor of Autonomy is low. You attach little importance to having the scope and freedom to determine how you work and how you deal with problems. You do not consider it important to be able to decide the speed and timing of your work yourself or to be able to set many of your own priorities. You do not mind working relationships and working environments in which there is a clear obligation or requirement to account for performance.

Variation

Focus on having high levels of variation in your work, with every day being different and your not knowing beforehand what you will be doing on any particular day. Preference for a working environment with little monotony.

1 2 3 4 5 6 7 8 9

Your score for the career anchor of Variation is low. You do not consider variation in your work to be important. You do not consider it important for every day to be different and not to know beforehand what you will be doing on any particular day. It is not important for you to have a dynamic working environment with little monotony. You do not consider it important and may even actively dislike moving around in your work. You do not like having a range of different tasks and responsibilities to deal with at the same time and you may even seek to avoid such situations.