

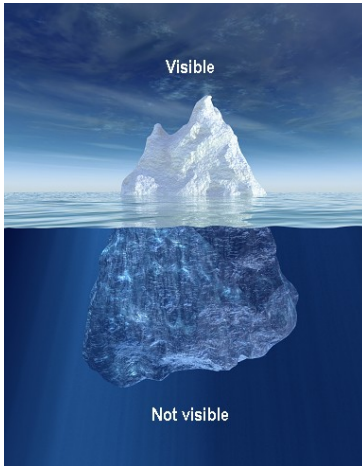
Report for:

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.

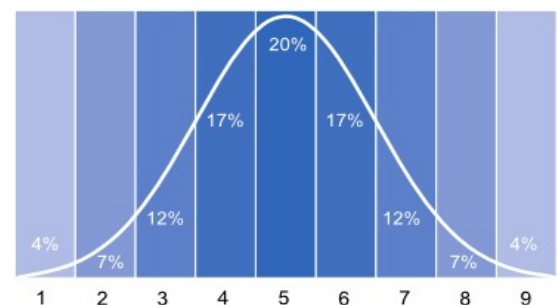
Norm Group

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

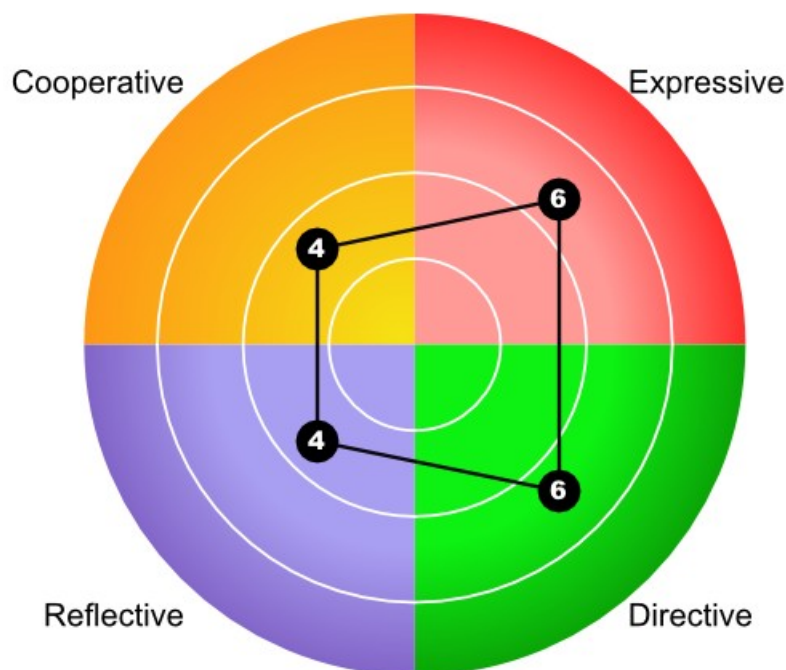


Communication Styles

This test maps out your communication style, how you see yourself through the eyes of others or how you think and feel that other see you in social interactions. It has been shown that social interactions can be described in 2 ways, namely "Targeting" and "Contents". Targeting refers to which party in a conversation is the most receptive to the information exchanged. Contents refers to the information being transmitted in a conversation, this applies to both the actual information and the opinions, wishes, desires, feelings, and emotional content of a conversation. Combining these two scales gives us the 4 communication styles: Expressive, Directive, Reflecting, and Cooperative. These four styles are closely aligned with the 4 quadrants of the Octogram model.

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



Expressive Expressives like talking to people, making contacts, and being the center of the conversation. They enjoy dealing with people and influencing others over to their way of thinking.

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

You scored above average on the expressive scale. You do not hold back your emotions and are open about how you feel. In discussions, you tend to use more emotional arguments for your position. You tend to be verbally aggressive when under stress. You tend toward monologues (talking *at* people instead of speaking *with* people).

Directive

Directives are decisive and fast-paced communicators. They are direct and want to get quick agreements, preferring to 'get the job done' over discussing the issues and getting 'buy in' from members of the team.

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

You scored above average on directive. You want others to see you as someone who can take control, is result-oriented, and fairly energetic. You are aggressive in conversations and want to stick to the topic at hand, you have little patience with people who point out problems or raise issues. With an above average score you must be on guard against several pitfalls: you can be insistent and quite dominant; you can be seen as impatient with little consideration for the feelings of others; you can appear to be too demanding.

Reflective

Reflectives are deliberate, focused, and fact-oriented communicators. The Reflective is more concerned with the whys and hows of a decision. They will try to sway others with facts rather than emotion.

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

You scored below average on reflecting. With a low score here, you indicate that your communications tend to be weak on facts. You have a lower than average emotional distance from discussion topics. It is difficult for you to speak objectively.

Cooperative

Cooperatives communicate in a way that supports a warm and mutually productive discussion. They are sensitive to the atmosphere of a group and the emotions of others when speaking. Cooperatives are the peace makers.

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

You scored below average on cooperative. You are seen as someone who is less than fully cooperative. You show a less than average level of consideration for the emotional impact your words have on others. You tend not to compromise solely to 'keep the peace'.