

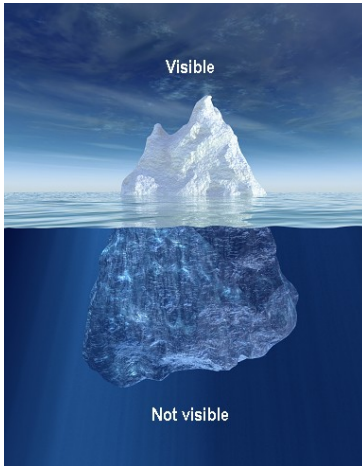
Report for:

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Group	Coaching Session

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.

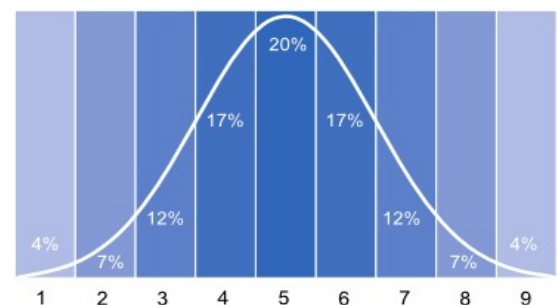
Norm Group

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



OP5

Your scores have been compared to a group of respondents with the following characteristics: (S.B.4)

- Test situation - selection or development

The OP5 is based on the BIG5 model, and works on the principle that personalities can be described in terms of 5 basic dimension, each with a positive and a negative pole. These positive/negative polar factors are found in various languages and cultures. The 5 dimensions have been further subdivided into 30 personality traits to more precisely describe and predict behaviour.

Introversion. Detached in contacts with others. Preferring to stay out of the limelight. Enjoying being on your own. Reserved in dealings with other people. Avoiding risks.

Extraversion

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

Extraversion. Spontaneous. Liking being in the limelight. Needing company. Easy-going in dealings with other people. Tending to take risks.

Sensitivity. Sensitive, easily upset, insecure. Emotional. Changing moods. Finding it difficult to take decisions. Performing less well under pressure.

Emotional stability

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

Emotional stability. Rational, calm, self-assured. Down-to-earth. Steady and balanced. Decisive. Energetic. Able to cope with tensions and criticism.

Playful attitude. Light-hearted, untidy. Imprecise. Jocular. Regularly late. Flexible attitude to work. Undisciplined. Easy-going. Not finishing things off.

Conscientiousness

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

Conscientiousness. Planned and ordered. Meticulous. Methodical. Very punctual. Working to a schedule. Disciplined. Thorough. Persevering.

Tough-mindedness. More focused on your own interests. Less concerned about other people. Mistrustful. Straightforward. Objective and matter-of-fact. Impassive.

Agreeableness

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

Agreeableness. Helpful attitude. Sympathetic to other people. Trustful of other people. Tactful. Focusing on cooperation. Empathetic.

Conservatism. Traditional. Attached to existing customs and practices. Sticking to tried and tested methods. Conventional. Middle of the road. Not thinking much about the essence of things.

Openness to experience

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

Openness to experience. Original. Open to new experiences. Unconventional. Imaginative. Creative. Wide-ranging interests. Having ideas of your own. Open-minded. Reflective.

Sub-scales of Extraversion

Risk-taking

Not taking unnecessary risks.
Rather being safe than sorry.
Erring on the side of caution.

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

Daring to take risks. Looking for
and taking chances. Need for
excitement and adventure.

Sociability

Limited, but possibly close circle of
friends. Selective in friendships.
Enjoying peace and quite.

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

Enjoying having lots of people
around you. Enjoying conviviality.
Having a large circle of friends.

Social skills

Hesitant with strangers. Relaxing
only with close acquaintances or
once the ice has been broken.

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

Easily able to establish contacts
with strangers. At ease and self-
assured in social situations.

Dominance

No strong need to make presence
felt. No tendency to
overcompensate for insecurity.
Process-based rather than
directive style of management or
persuasion.

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

Liking to have the last word. Taking
charge. Making your presence felt.

Ambition

Satisfied with current social status.
Not comparing your status with
that of other people. Playing for
the enjoyment of the game rather
than for the prize.

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

Striving for social status. Wanting to
climb the social ladder. Making
efforts to build a career.

Expressivity

Listening rather than talking.
Preferring to stay in the
background rather than be in the
limelight.

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

Expressing your feelings.
Entertaining others with your
stories. Talking loudly and
enthusiastically.

Sub-scales of Emotional stability

Having strong emotions. Many mood swings. Responding emotionally.

Emotional stability

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

Responding calmly. Being composed. Having your emotions under control.

Operating at a calm pace. Not having a high energy level. Being quick to tire.

Energy

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

Having a high energy level. Not being quick to tire. Operating at a fast pace.

Being more sensitive than you would like. Experiencing life as a heavy burden. Sometimes feeling miserable without any obvious reason. Self-deprecating.

Self-confidence

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

Having a strong belief in your own ability. Feeling you can cope with life well. Having a positive view of yourself.

Needing substantial time to recover from stress. Quick to feel under pressure to perform. Usually performing less well than normal when under pressure.

Stress resistance

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

Performing the same or even better than normal when under pressure. Needing little time to recover from stress. Well able to cope with tension.

Sometimes reacting excessively sensitively. Not feeling at ease in relationships with others. Quick to feel inferior. Feeling you are a burden to others.

Social adequacy

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

Confident and spontaneous in social situations. Feeling you are equally valuable as other people. Not afraid to look foolish.

Needing emotional warmth and security. Liking to be encouraged in times of difficulty. Liking to be cherished.

Self-reliance

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

Little need of emotional support. Well able to put and keep yourself under pressure. Firm with yourself.

Sub-scales of Conscientiousness

Satisfied with current level of performance. Able to demonstrate considerable efforts, but responding negatively to the word 'perform'. Putting the importance of having to perform into perspective.

Motivation to perform

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

Wanting to perform well. Continually seeking to improve your performance. Setting high standards for yourself.

Relatively quick to give up. Not persisting for the sake of persistence itself. Tendency to switch goals in response to setbacks or opposition.

Tenacity

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

Finishing jobs off properly. Persistent in the face of difficulties. Continuing until you achieve your goal.

Operating in a light-hearted rather than goal-oriented way. Guided or distracted by impulses or unexpected events. Less focused on specific results.

Goal-oriented

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

Setting achievable goals. Focusing on and working towards a goal. Achieving concrete results.

Enjoying improvisation. Tailoring your style of work and approach to the specific situation. Being flexible.

Planning

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

Working in a planned way. Preparing yourself well. Thinking ahead and anticipating possible problems.

Not attaching much importance to order and neatness. Not needing a tangible system for structuring information as able to maintain a clear overview in your mind. Quickly able to switch attention from one subject to another.

Order

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

Liking order. Tidying things up neatly. Looking after your own things carefully.

Following the spirit rather than the letter of the law. Willing to deviate from regulations and act as you believe best. Not always behaving as expected.

Discipline

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

Sticking to the rules. Demonstrating self-discipline and the ability to concentrate. Always behaving as expected.

Sub-scales of Agreeableness

Trust

Being wary. Only trusting others once you know them well. Not automatically assuming other people's intentions are good.

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

Trusting other people. Giving others the benefit of the doubt. Assuming other people's intentions are good.

Collaboration

More focused on your own results than those of the team. Primarily focusing on your own interests. Not doing much to encourage trust.

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

Working with other people effectively, either bilaterally or in a group. Taking others into account. Doing a lot to encourage trust.

Team focus

Enjoying working alone. Being more productive and feeling happier working on your own than when having to work in a group.

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

Enjoying working in a group. Believing team spirit to be important. Behaving sociably in a group.

Empathy

Having a detached view of people. Not tending to explaining behavior in psychological terms. Taking other people's actual behavior as a measure of them and not looking for ulterior motives or deeper feelings.

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

Being able to understand someone else's feelings. Being able to put yourself in someone else's shoes. Listening attentively.

Friendliness

Responding to others without frills or any sense of duty. Direct and straightforward. Tendency to formulate hurtful messages less than tactfully.

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

Responding to others in a friendly way. Being patient. Choosing the right words so as not to hurt other people unnecessarily.

Altruism

Looking at things in a detached manner and focusing primarily on the facts. Able to keep an emotional distance when helping other people. Able to display a degree of toughness if necessary.

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

Sympathetic to other people's problems. Wanting to help people with their problems. Sympathising with people experiencing difficulties.

Not paying much attention or giving much thought to your own ideas and feelings. Not being very aware of your own moods. Making little effort to express your feelings.

Self-perceptiveness

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

Aware of your own ideas and feelings. Taking account of your own moods. Understanding and being able to express your feelings.

Sub-scales of Openness to experience

Creativity

Preferring to stick to tried and tested ways of working. Following the beaten track. Attaching little importance to original ideas.

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

Thinking up new ways of working.
Not restraining your imagination.
Enjoying thinking up original ideas.

Vision

Primarily focusing on the here and now. Absorbed by day-to-day problems. Preferring to leave speculation about the future to others.

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

Having ideas of your own on likely or desirable developments.
Thinking in policy terms.
Extrapolating to the future.

Breadth of interests

Having interests that are selective rather than broad. Only reading things of direct practical benefit. Having a low level of general knowledge.

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

Being interested in a very wide range of subjects. Reading a lot. Having a high level of general knowledge.

Awareness of surroundings

Unaware of factors in the surroundings that are important for your own performance. Following economic and political developments casually rather than actively and systematically.

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

Very aware of factors in the surroundings that are important for your own performance. Following economic and political developments closely. Sensing trends.

Philosophical thinker

Seeing little benefit in thinking about the essence of things. Avoiding philosophical discussions. Disliking theoretical reflections.

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

Thinking about the essence of things. Entering into philosophical discussions. Enjoying theoretical reflections.