

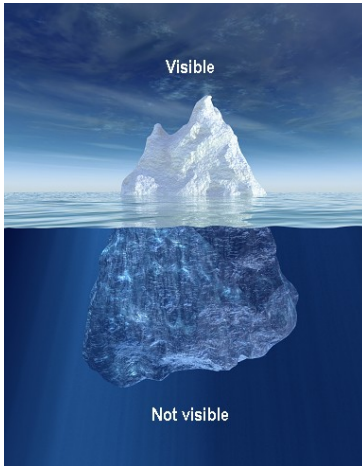
Report for:

# 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.

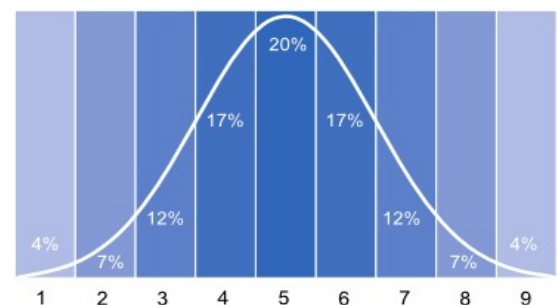
## Norm Group

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

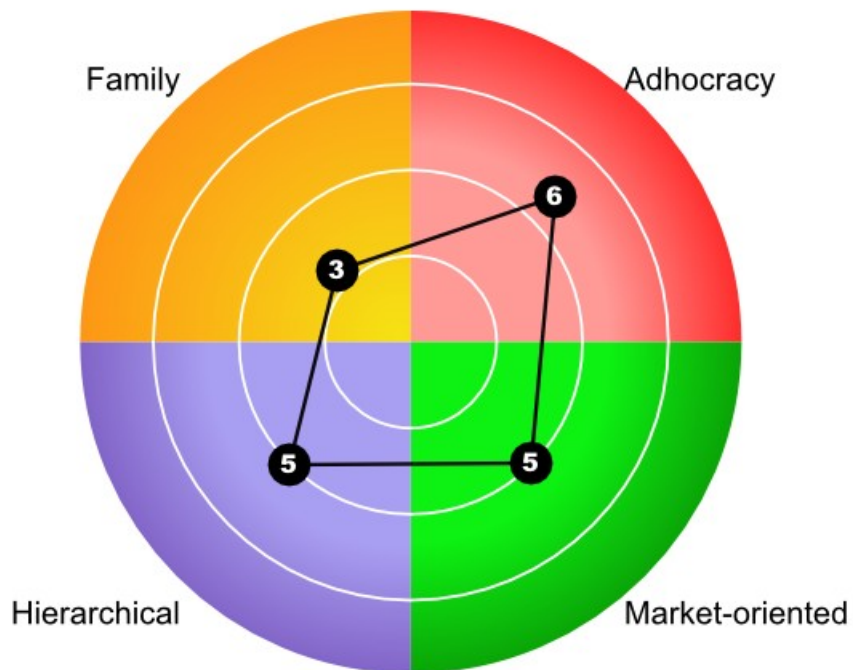


# Organisational Culture (Desired)

Your scores have been compared to a group of respondents with the following characteristics: (S.S.234)

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

These results speak about what kind of culture you WANT to work in. Because each of the 4 basic cultures in this questionnaire fall within the quadrants of the Octogram/Quinn Model, you should be able to clearly see associations between the two. These results can also be used as part of a group analysis to answer the question, "What kind of company does this group want to work in?"



**Adhocracy** An externally oriented culture focused on renewal, entrepreneurship and dynamism. Leadership is innovative and willing to take risks. Personal initiative is encouraged and even expected. Considerable attention is devoted to pioneering in new markets.

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

Your score for an adhocracy / enterprising culture as the desired culture is above average. You want to work in an organisation that values innovation and creativity more than stability or continuity.

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## Market-oriented

An externally oriented culture with a strong focus on tangible results and high output. The atmosphere is competitive. Leadership is highly task-focused and demanding. Considerable attention is devoted to the market share in existing markets and to finding direct solutions for clients' problems.

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

Your score for a market-oriented culture as the desired culture is average. You want to work in an organisation that gets things done and is productive, but balances that by being able to rest. You want to be in an organisation that rewards competitiveness and energy but does not push it to extremes.

## Hierarchical

An internally oriented culture with a rigid structure and focus on procedures. Leadership focuses on efficiency, managing costs, and monitoring regulations and procedures. The goal of the organisation is to function as a well-oiled, reliable machine.

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

Your score for a hierarchical culture as the desired culture is average. You want to work in an organisation that balances the need for guidelines and procedures with the need for flexibility. You want the organisation to have rules only for things that need rules. You want leadership that can change or break procedures when necessary.

## Family

An internally oriented culture focusing on personal relationships. The atmosphere is like one big happy family. The leadership style is benevolently patriarchal. There is a sense of tradition, and loyalty and commitment are usually high.

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

Your score for a family culture as the desired culture is below average. You prefer an organisation that favors professional conduct over interpersonal relations, where contact between colleagues is cordial, but not overly friendly.