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Report for:

# Example Person

Entry Date

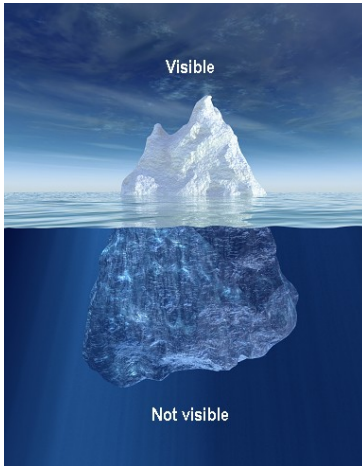
04 - 08 - 2011

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# 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.

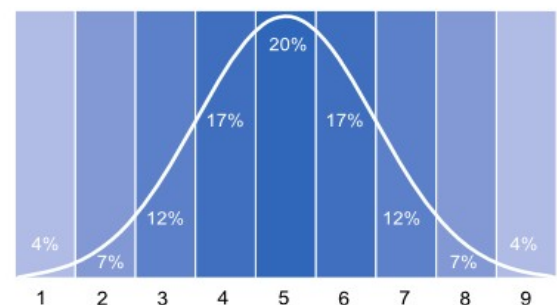
## Norm Group

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

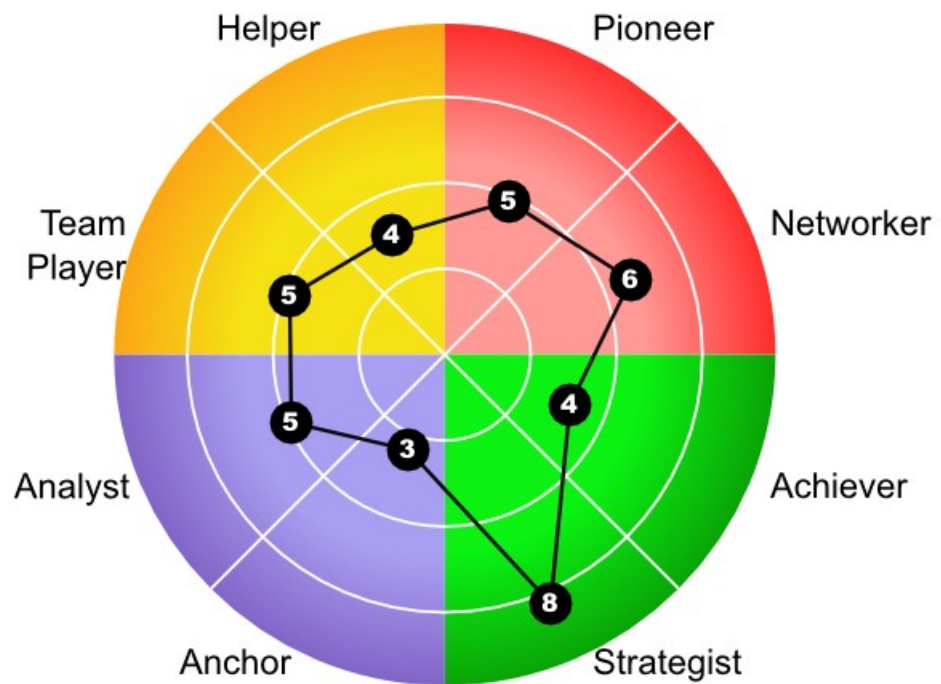


# Octogram

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

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

The Octogram questionnaire focuses on the personality traits that drive behaviour in the workplace. These personality traits have a strong correlation with Quinn's Competing Values Framework. The scores represent your natural inclinations and how you prefer to work. You can develop and operate in ways that do not match your style, but when you are required to act contrary to your style you will find the work to be more energy-demanding.



**Pioneer** Pioneers are innovators and dreamers, creative, always focused on fresh ideas, and trying to do things in a different way. They take the initiative when it comes to making changes.

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

This score indicates that you do not seek out change for its own sake, but that you try to be open to the possibility that 'new' is 'better'. You are prepared to improve on existing methods or try something new if it is promising. You take calculated risks. You are, to a certain degree, creative and enterprising and spend time working on new development.

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**Networker** Networkers enjoy making new contacts and maintaining existing relations. They are communicative and open. They are able to exert influence and make use of their networks to get results. They are open to opportunities and forging partnerships.

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

This score indicates that contacts are important for you and that these relationships are necessary for you to have a pleasant work environment. You have flair, and can easily make contacts and build personal relationships. Your spontaneity, enthusiasm, and optimism help you to gain the trust of and influence others. You build a network of contacts and have a good feel for how to use this network to help you reach your goals.

**Achiever** Achievers are driven to reach targets and book results. They make high demands on themselves and others. They are continuously aiming high and measure themselves against others. Competitive and able to tolerate a lot of stress.

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

This score indicates that you work in a quiet manner. You are tolerant and take time to listen to others and give them attention. You find personal matters at least as important as business matters. You have little need to measure yourself against others or to stick out from the crowd. You are prepared to do what is asked of you. From time to time, it is necessary that you be given help in continuing to focus and reaching your goals.

**Strategist** The strategist is the long term thinker, focused on the future. The strategist identifies goals and sets a path for reaching those goals. A traditional leadership role where this person makes orders that others are expected to follow.

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

This score means that you are a long term thinker and course setter. You make others aware of fundamental problems, think outside the box, and consider creative solutions to problems. You take time to think about scenarios and plans for the future. You make others aware of what changes need to be made and let them know what needs to be done. Your vision of the future is strong. With such a high score, you are in danger of ignoring the concerns and input of others who do not share your visionary outlook.

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**Anchor** Anchors are most happy when they are introducing structure or implementing procedures. They see themselves as system builders and people who create order out of chaos.

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

You prefer work that changes and that allows you to work on several tasks on the same time. You can focus on a single job or project, but it bores you after a short period of time. You should avoid work that consists of detailed or repetitive tasks. You want to deal with the creation of new things instead of maintaining the status quo.

**Analyst** Analysts break problems apart and try to see all the alternatives. These are the people in the organization that are 'the voice of reason'. Analysts focus on gathering information, dealing with facts, being rational, and looking at situations from different perspectives. Always trying to gather more information.

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

Your outlook is cautiously optimistic. You base your decisions on a mix of emotional and factual information. You can look at a problem from different perspectives, but you are usually not rigorous in running down every possibility. You try to communicate a reasonable amount of information to stakeholders in a decision but do not try to drown them in facts.

**Team Player** Team Players are the binding elements in your company, they keep people working together and keep the atmosphere upbeat and supportive. Team Players are focused on building consensus, team harmony, and conflict management.

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

You are concerned with maintaining a good work environment, but balance that drive against the bottom line. You make some effort to relate to your teammates on a personal level. You see yourself as part of a group and understand that the group's performance reflects on you. You do not focus on your coworkers, but do try to include them in decisions that impact their work. You spend some time trying to reach a consensus when making decisions.

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**Helper** Helpers are understanding and take the time to listen to others, they have high levels of empathy and sensitivity. Helpers understand the art of supporting the emotional well being of other people. Helpers work to improve communication, develop others, and help others achieve their full potential. Where a Team Player is more focused on the group, a Helper is more focused on individuals.

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

You are quite blunt and tend not to 'pull your punches' when dealing with coworkers. You have difficulty relating to others. You are focused more on the business and results than on people around you. You must make an effort to be tactful. You are direct in your communications, you do not 'beat around the bush', especially when delivering difficult information. Your coworkers would probably describe you as 'reserved'.