
Complete Report

John Smith

Identity Code	FKWYX
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Department	Finance

Introduction

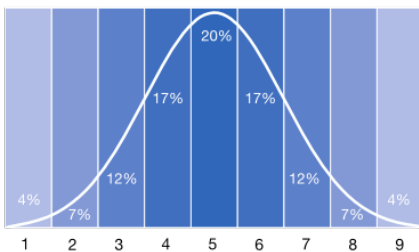
You have completed one or more questionnaires in the Online Talent Manager system. This report explains the results of these questionnaires. All Online Talent Manager tests were developed by highly experienced psychologists and are based on years of research. Having said that, these results are based on your responses, your openness and honesty play a large role in the accuracy of this report.

Norm Group

There is no universal, absolute scale of personality. We calculate your results by referencing a 'norm group'. The numerical score given for each trait is a representation of how your results compare to those of the norm group. Your score may vary depending on the norm group(s) used to generate this report.

Stanine scores

Your scores on all traits will be represented as a single number ranging from 1 to 9. This graphic displays the shape of a normal distribution of respondents. 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 on any particular trait. These scores are NOT a representation of 'good' or 'bad' results, they are only a representation of how you scored compared to others in the norm group.



The Competing Values Framework (aka: Quinn Model)

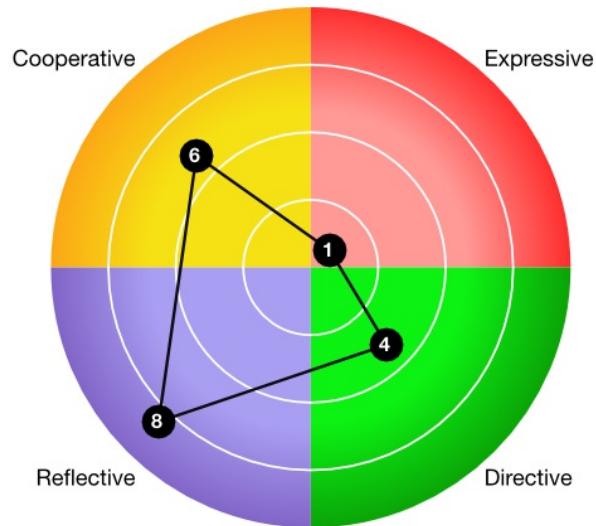
The Quinn Model is a way of looking at behavior in the workplace. This model is an effective way of relating personality information to real-world behavior, styles, and competencies. The graphic we use to display this information is called a 'circumplex'. This means that traits that are near each other have a high correlation and traits that are far away (or opposite) have a negative correlation with each other. Thus, if you have high scores in the 'red' quadrant, your scores will tend to be low in the opposite 'purple' quadrant. In general, these graphs are a handy shortcut for relating different personality test results together into a single framework for easier understanding.

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: (SB234)

- Education level: Graduate degree, Bachelor's degree, Associate's 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 low on the expressive scale. A low score indicates that you want others to see you as someone who does not put themselves forward and is quiet. You see yourself as showing few emotions. In discussions, you avoid emotional arguments. You rarely express yourself in conversations.

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 below average on directive. With a below average score, you indicate that others consider you as someone who is only moderately assertive in conversations. You feel that you are not decisive in your communications. You tend not to be 'in charge' of the discussion and tend to avoid this role.

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 high on reflecting. You do not take the initiative in a discussion. In discussions, you tend to rely almost exclusively on facts. You have difficulty expressing your emotions. With a high score you must be alert for these pitfalls: speaking too slowly or hesitantly; appearing too remote and reserved; controlling your emotional expressions too much.

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 above average on the cooperative communication style. You indicate that others consider you as someone who is cooperative more often than not, that you are obliging and kind; that you enjoy developing a good understanding with others and building relationships. You appreciate being known as a helper, someone who gives a fairly large amount of time and attention give to the well-being of others. With an above average score you must be cautious on several possible pitfalls: difficult to stand on your own and be independent; too much time spent on personal contact; give up too easily during strong conflicts; too willing to 'give in' at a cost to yourself; not clear enough in sticking up for your own position; difficulty in saying 'no' to others; because you drive so hard for peace, you might end up with a surplus of problems.