

**Catalyst Training Services Inc.**

**Prevue Report**

- Selection
- **Personal Development**
  - Individual
  - Succession Planning
  - Working Characteristics

on

**Ms. Mary Sample**

regarding the position of

**MANAGER**

6/19/03

**Serviced By:**

Catalyst Training Services Inc.  
604-298-5505

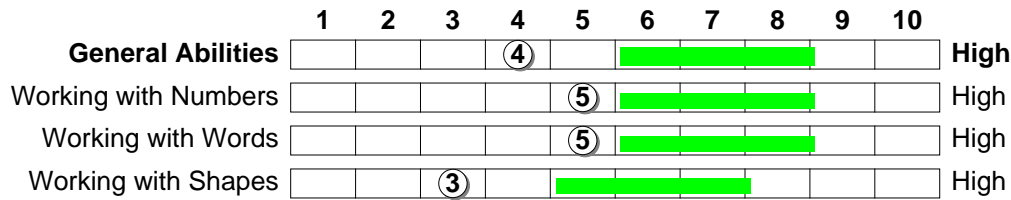


# Prevue Benchmark

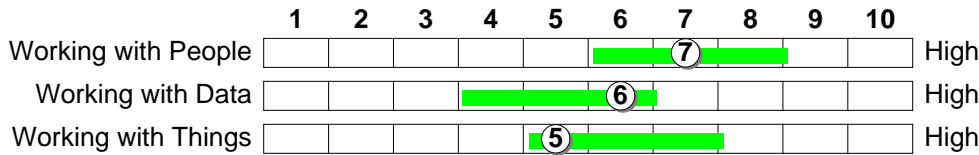
Mary Sample

MANAGER

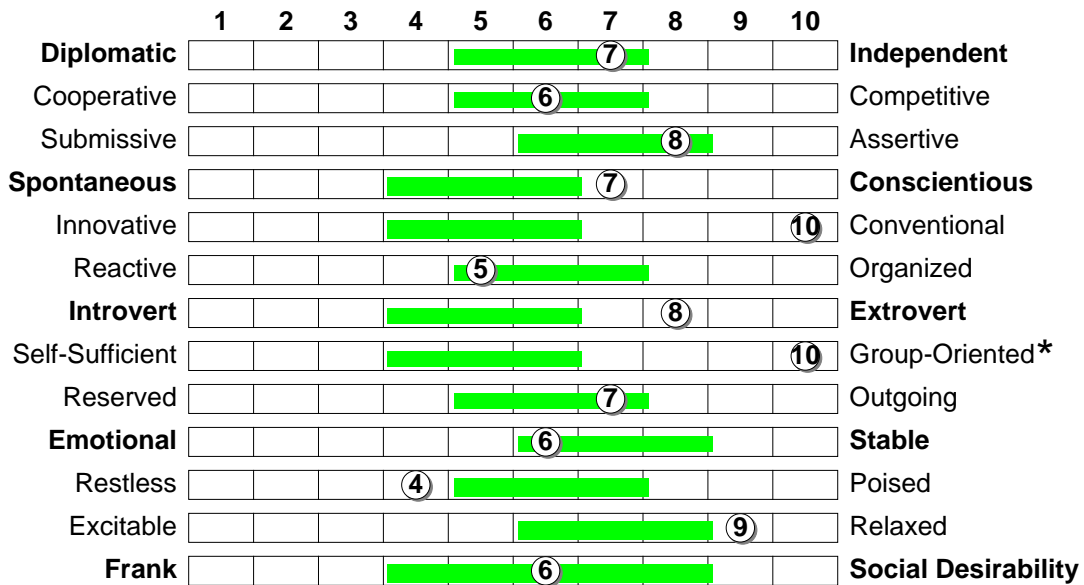
## Abilities



## Motivation/Interests



## Personality



\* = Critical Interview Area

A Prevue benchmark illustrates the required characteristics of various jobs as decided by management. The shadowed areas above graphically represent the benchmark for this MANAGER position. The number on each scale is Mary Sample's actual score.

# Coaching / Training

Mary Sample

MANAGER

## How to Use the Prevue in the Coaching / Training Process

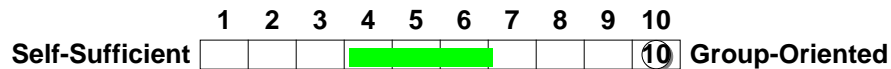
One of the challenges management faces in coaching and training individuals is the process of correctly identifying developmental needs. The Prevue Personal Training Report provides specific coaching and training information by simply matching Ms. Sample's assessment to this MANAGER benchmark. For each particular requirement in the benchmark the manager or training professional is provided with a starting point that identifies the appropriate skills or competencies required for the MANAGER position.

## Critical Coaching Topics

As part of this benchmark's design process, management resolved that certain **critical coaching or training topics** in relation to the Prevue sten graph, are of significant importance to successful job performance. The benchmark suitability percentage score on the graph page has been modified accordingly.

The ( \* ) adjacent to the percentage score on the graph indicate that Ms. Sample's score on this particular benchmark has identified a critical coaching or training area. As a result the other factors that contribute to Ms. Sample's personal development, including specific coaching needs or a particular training requirement, should bear more importance.

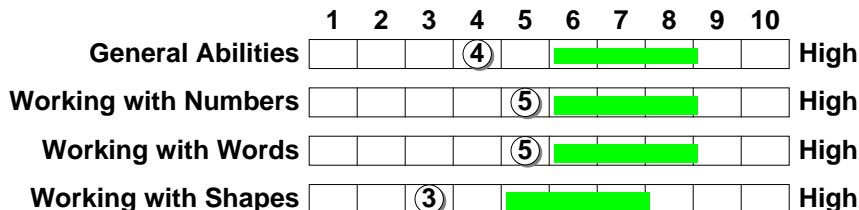
The following identify the relationship between these areas and the Prevue score.



Being socially active, Mary Sample thrives in a lively environment. She needs to be part of the group but not necessarily the leader. While these traits are assets when dealing with people at any level, management also requires considerable self-sufficiency. Coaching for Ms. Sample should promote autonomy, attention to detail, and tolerance for repetition.

## Coaching Areas Off the Benchmark

The following are areas where Ms. Sample did not match this benchmark. A brief explanation of the benchmark and score result is followed by suggestions and statements which may assist you in coaching her future performance as a MANAGER.



# Coaching / Training

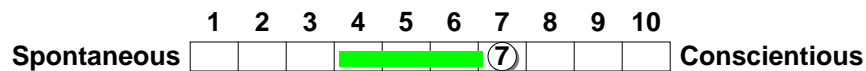
Mary Sample

MANAGER

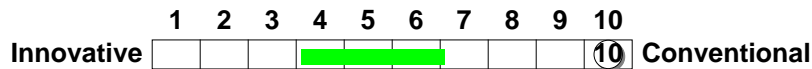
It will be evident that Ms. Sample does not fall within the Benchmarks for all of the dimensions of Abilities for this MANAGER position.

A score above any of the Abilities Benchmarks will not generally be detrimental to overall performance. If this is the case for Ms. Sample, consideration should be given to whether the position provides her with sufficient challenge, stimulation and opportunity.

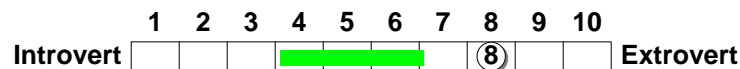
A score below any of the Abilities Benchmarks suggests Ms. Sample may have difficulty in quickly and effectively addressing and completing those aspects of the job where she is below the Benchmark. Courses at local colleges coupled with tutoring in the subject areas where Ms. Sample has scored below the Benchmark should be considered.



Being conscientious and detail-oriented, Mary Sample prefers orderly work habits. She is still able to adapt to unexpected changes or sudden demands, but her managerial forte is likely to be an organized approach and meticulous follow-up. As a MANAGER occasionally needs to react spontaneously, Ms. Sample might want to develop her lateral thinking skills. Problem-solving exercises, especially games of logic, puzzles, or role playing, would be helpful.



Ms. Sample is conventional and reliable, and often meticulous in her attention to details. She likes to do things "by the book" and prefers a structured work environment with a definite work plan. Accordingly, coaching for Mary Sample should begin with a review of her job description to identify managerial issues that require flexibility or innovation. Because she tends to be time conscious and strategic, she may find it difficult to adapt to delays, personnel changes, or emotional upheaval in the workplace. Coaching for Ms. Sample should include experimenting with a flexible time management plan so that she will have more latitude to deal with disruptions.

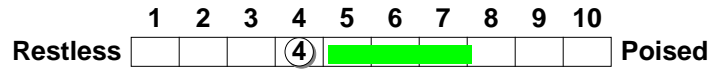


Ms. Sample is a lively person who enjoys being at the center of things. She probably has good listening and social skills, but these should be assessed as a good talker is not always a good listener. Communication and people skills are vital in management. She should be instructed to use her interpersonal skills to meet corporate objectives. This MANAGER may also be inclined to act on impulse. If she seeks excitement, repetitious tasks may be wearisome and she could be tempted to postpone these. Coaching should also include scheduling techniques that will allow varying the time and sequence of mundane tasks, while reinforcing their importance.

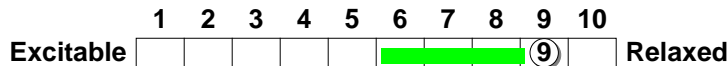
# Coaching / Training

Mary Sample

MANAGER



Generally calm and composed, Mary Sample may be upset by prolonged stress or exceedingly demanding tasks. If involved in a personal dispute with an employee, she could find it difficult to remain objective. While these adverse situations may not occur frequently, Ms. Sample should be prepared for them. Stress and anger management courses are suggested. Relaxation techniques, such as breathing exercises, which can be done on the job, are also recommended.



Ms. Sample is relaxed, untroubled, and well able to cope with pressure. Less scrupulous people may attempt to exploit her easy trust and remarkable patience. Coaching should encourage a little more fervor and vigilance. Trust exercises would also help Ms. Sample to determine when it is and is not appropriate to trust.

# Total Person

Mary Sample

MANAGER

**Note:**

The Total Person is a combination of all the elements Ms. Mary Sample completed in her Prevue Assessment.

This person has average ability to work with words and numbers, and lower than average ability to work with shapes. Assignments that involve working with text or numeric data will be easier for her. Common paperwork and some writing are within her scope. Similarly, she will do reasonably well with ordinary spreadsheets, data tables, and simple arithmetic tasks. She will be slower, however, to learn new tasks requiring spatial abilities and may have difficulty following diagrams, estimating space requirements, or interpreting graphs. She may well require more instruction, guidance, and time to achieve competence in routine work if it requires spatial reasoning. Ms. Sample will perform best when the environment and work practices remain constant. Frequent changes in the work routine will be difficult for her and may result in errors.

Ms. Sample is strongly interested in people and would be most happy in a job that involves contact with others. She is also well motivated to work with data and moderately interested in things. She could process abstract information and use technology so long as she still had opportunities for social interaction. She would perform best where she could take advantage of her preferences for both interpersonal activity and data analysis. In a computer context, Ms. Sample would enjoy direct communication (via Internet connections, E-mail, and word processing) and data management.

Ms. Sample is a strong team player who enjoys individual recognition. Competitive and highly assertive, she is extremely direct and says exactly what she thinks. At times, her willingness to confront can seem argumentative, but she still values cooperation and will seek to collaborate with rather than browbeat her opponents. She is most comfortable when controlling the situation and, when she has a personal interest in the events at hand, it may be difficult for her to let go of authority.

Ms. Sample will conduct herself in a conventional and reliable manner. She can also be creative and spontaneous, and she can react to events as they happen. Although she is at her best working in a structured and unambiguous environment, Ms. Sample will prefer to respond spontaneously to situations as they arise. This is a good combination for most businesses because it means reliable performance with the flexibility to meet sudden changes in the marketplace.

Mary Sample prefers to work in the company of others. She believes that the more people involved the better the outcome. Extended periods of solitude will be frustrating for her. Often wanting to be in the spotlight, she will usually lead any discussion. She enjoys meeting new people and exploring new ideas. She often acts impulsively and long-term assignments must include variety or else she will lose interest. Ms. Sample will not tolerate a great deal of monotony and she will thrive on challenging assignments, particularly if these contain an element of risk.

Mary Sample is sensitive to the emotions of others, and she will generally act appropriately. Certainly, unwarranted criticism can upset her equilibrium, but she will quickly regain her normal good humor. She is not bothered by the ordinary give and take of human relations. She is generally calm and, while aware of stress, she does not let it stop her from achieving her goals. She is so relaxed and copes so well with pressure that some might misinterpret her lack of excitability as indifference. Less scrupulous people may attempt to exploit her easy trust and remarkable patience. Ideally, she should work on demanding, high pressure, long-term projects that require dealing with people openly and objectively. Whether she is required to give a fast response to a crisis or methodical attention to a routine task, Ms. Sample will work well under most pressures.

# Individual Traits

Mary Sample

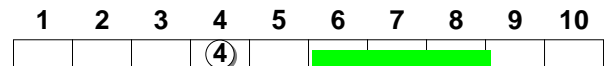
MANAGER

## NOTE:

The individual traits on the following pages are descriptions of Ms. Sample's characteristics as determined by the Prevue Assessment. The 1 - 10 scoring scale used throughout the Prevue Assessment is called a sten scale. Sten simply means the standard tenth of a normal bell curve. Approximately 16% of the population would have sten scores in the 1 - 3, and 16% in the 8 - 10 ranges. The other 68% of the population will score in the middle ranges 4 - 7.

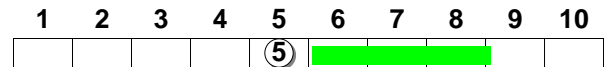
### General Abilities

Ms. Sample is likely to be reasonably competent, but tends to learn slightly more slowly than the average person, finding it hard at times to absorb new information. She may have difficulty coping with problems that require mental reasoning combined with time pressures. Ms. Sample is likely to be very efficient working within a structured environment, where there are opportunities to develop her skills at her own pace.



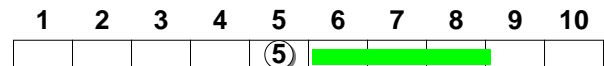
### Working with Numbers

Ms. Sample has a fair capacity for speed and accuracy in numerical reasoning. This indicates she is as able as most average adult workers dealing with simple numbers.



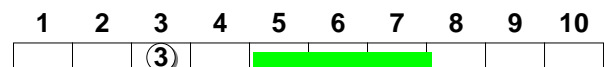
### Working with Words

This score suggests an average capacity for speed and accuracy when dealing with written information. Ms. Sample is as able as most with expression or presentation of written communication.



### Working with Shapes

Ms. Sample has a below average skill in working with shapes. Although individuals with this score are likely to be reasonably competent in manipulating shapes, they may be rather slow. When under time demands they are likely to make more than an average number of mistakes in spatial visualization.



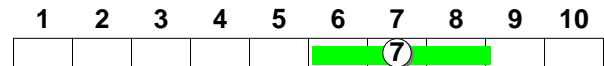
# Individual Traits

Mary Sample

MANAGER

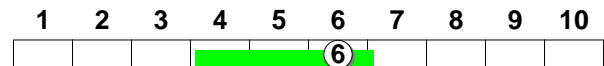
## Working with People

Ms. Sample shows a high average interest in work that involves dealing with people. She is likely to prefer employment that involves a reasonable degree of contact with others and would not be happy working on her own. She will enjoy work that requires difficult and demanding interpersonal skills.



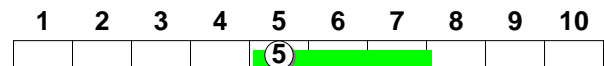
## Working with Data

Ms. Sample has some interest in working with data. Such a person will be able to relate and balance this limited interest in data to those tasks in the job that require working with people or working with machinery and equipment. She would not necessarily feel the need to work with data to form the major part of her job.



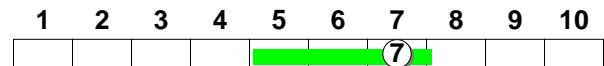
## Working with Things

Mary Sample expresses an average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Such people are likely to be comfortable in handling goods or equipment, but would not see that interest being central to their work.



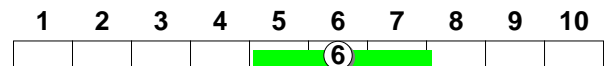
## Diplomatic / Independent

Mary Sample is usually forthright and plays hard to win. She can be outspoken and unafraid of controversy and argument. Ms. Sample can participate in achieving team and individual goals.



## Cooperative / Competitive

She describes herself as a person who is competitive and plays to win. She is a cooperative team member. Such individuals seek compromise between their own achievements, and the need to maintain relationships with others.



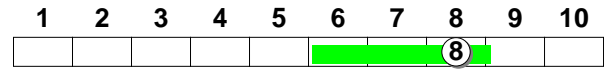
# Individual Traits

Mary Sample

MANAGER

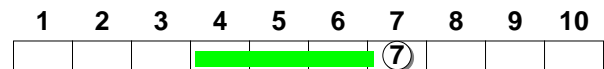
## Submissive / Assertive

Mary Sample is often straight forward, assertive and outspoken. She usually respects other opinions, yet is unafraid of confrontation. She tends to take control.



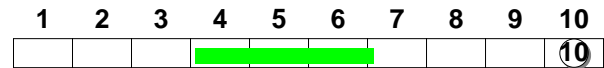
## Spontaneous / Conscientious

It is her nature to be conscious of detail, dependable and well prepared. As a reliable individual, she will follow rules and established procedures within a traditional setting. She will probably prefer the status quo to change.



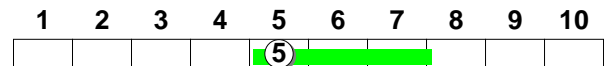
## Innovative / Conventional

As a follower of the rules, Ms. Sample conducts herself in an extremely conventional manner. Her rigid attitude makes it difficult for her to adapt to new situations and change. Ms. Sample will be at her best working as a MANAGER in a highly structured environment with clearly defined rules and guidelines.



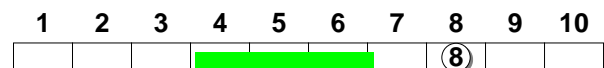
## Reactive / Organized

She is somewhat organized, but can respond to spontaneous and unpredictable events. She could be described as a MANAGER who is systematic, while able to cope with the unexpected.



## Introvert / Extrovert

Ms. Mary Sample is an extrovert, who seeks stimulation from the company of others. Generally energetic, she seeks to be the center of attention. Her fellow workers will see her as high-spirited and impulsive at times.



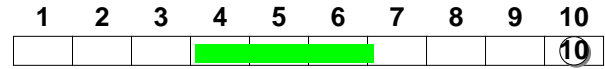
# Individual Traits

Mary Sample

MANAGER

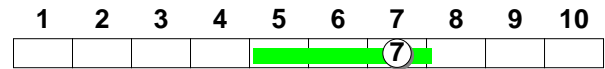
## Self-Sufficient / Group-Oriented

This is a very sociable person who actively seeks out an active work environment where she can be with lots of people. She is happiest working in situations where she spends most, if not all, of her time interacting with other people. She can become uncomfortable with social disapproval.



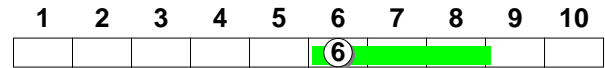
## Reserved / Outgoing

Although Mary Sample likes to be the center of attention, there will be times when she may avoid the spotlight. Ms. Sample prefers variety in her work. Individuals like Mary Sample are happy with a moderately exciting life, and can be a risk taker at times.



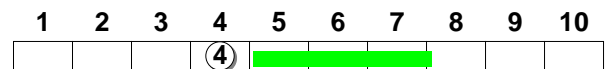
## Emotional / Stable

In most situations, Mary Sample accepts people in a calm and stable manner. There will be circumstances when she becomes apprehensive and emotional, even wary about some people, particularly their motives. In general, she is secure in herself, remaining quite relaxed under moderate stress.



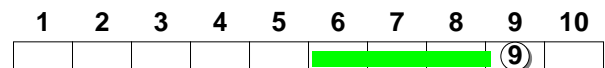
## Restless / Poised

She has a tendency to get upset and irritated in difficult situations. Occasionally it is difficult for her to be objective and rational about situations in which she is personally involved.



## Excitable / Relaxed

She is a relaxed and trusting person, who remains calm under stress. She copes well in high-pressure jobs.



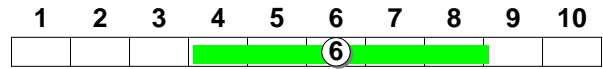
# Individual Traits

Mary Sample

MANAGER

## Social Desirability

Mary Sample describes herself as someone who is usually considerate. Such individuals are aware of social rules and expectations.



## VALIDITY INTRODUCTION:

- The rules for identifying patterns of responses in the Personality Section of the Prevue Assessment which might be "invalid" include systematic, but non-meaningful response patterns, omissions and excessive use of the "B" answer option. Systematic, but non-meaningful response patterns occur when the distribution of the responses differ from the norm and are considered unusual. The omission rule occurs if more than three responses are omitted in a given scale, making the results appear more average than they are. The "B" answer rule is affected by the total number of "B" responses selected. The candidate had the choice of an "A", "B", or "C" for every question in the Personality Section of the Prevue Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

## VALIDITY COMMENTARY:

- The total number of "B" responses chosen by the candidate in the course of completing the Prevue Assessment Questionnaire, including questions that were not answered, was 3.
- This number of "B" choices is within acceptable levels and the results of the Personality section of this report had meaningful response patterns. Therefore the data presented in this Prevue Assessment can be considered accurate and reliable.

## BEST PRACTICE RECOMMENDATIONS:

- **Assessment Administration:** Best practice protocol recommends that assessments be administered to candidates in a controlled environment under the supervision of a proctor to ensure that:
  - The person who completes the Assessment is in fact the candidate;
  - A candidate's responses to the Assessment questions are not affected by collusion with others or by other actions that would invalidate the Assessment;
  - The supervisor is able to address unexpected conditions or problems affecting a candidate and to provide reasonable accommodation for candidates where required;

Where an Assessment is administered without supervision, the accuracy of the report cannot be guaranteed. If the report is a significant consideration in any final selection or other high stakes decision, you might wish to have the candidate retake the Prevue Assessment in a controlled environment.

For more information on the administration of the Prevue Assessment, please see "Administering the Prevue Assessment" in the Prevue User Guide posted at [www.prevuesystem.com](http://www.prevuesystem.com).

- **Benchmark development:** The benchmark used for this report was designed by a method other than the recommended Concurrent or Combination methods(see Prevue Operating Guide). When a benchmark is created by the Job Description Survey method, such benchmarks should be upgraded when there is sufficient data from people in the position to review the benchmark using either the Concurrent or Combination methods. Only an authorized Prevue Distributor or other recognized professional should use From Existing Benchmark or Manual methods to create benchmarks. You can contact your Prevue Distributor to determine whether you need to upgrade the benchmark used for this report;

# Validity

Mary Sample

MANAGER

- **Assessment weighting:** The weight given to the Prevue Assessment in coaching or training applications should not exceed one-tenth to one-third of any human resource planning process. The remainder of the process, including the candidate's work history, interview, succession plan and other relevant information should be considered in association with the results of this report.
- **Ensure fairness:** When properly administered and utilized with other normal coaching and training procedures, the use of the Prevue Assessment will help to ensure that employees are treated fairly without regard to race, colour, religion, sex or national origin. The Prevue Assessment was designed and developed to conform with the human rights legislative and best practice requirements prevailing in the various countries where the Prevue Assessment is distributed. This includes the EEOC Guidelines, the Americans for Disabilities Act and the standards for test development and administration published by the American Psychological Association, the British Psychological Society and the Association of Test Publishers.



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