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**JJ Inc.**

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**John Johnson**  
**Sample Sales Manager**

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## Report Design Options Selected for this Report

Report Family: Screening & Selection

Type: Selection Report

Scope: Abilities, Interests & Personality (WNSIP)

Format: Comprehensive (from choice of Comprehensive, Summary, Interview or Graph)

Style: Management (from choice of Management, Sales, Customer Service or Other)

### **Prevue Assessments presented in this report:**

- ▶ Prevue Abilities Assessments that examine four cognitive Abilities scales
- ▶ Prevue Interests Assessment that examines three scales of occupational Interests/Motivations
- ▶ Prevue Personality Assessment that provides information on thirteen Personality scales

For more information about Prevue Assessments and design options for Prevue reports see [www.prevuehr.com](http://www.prevuehr.com)

# Part 1 - Understanding this Report

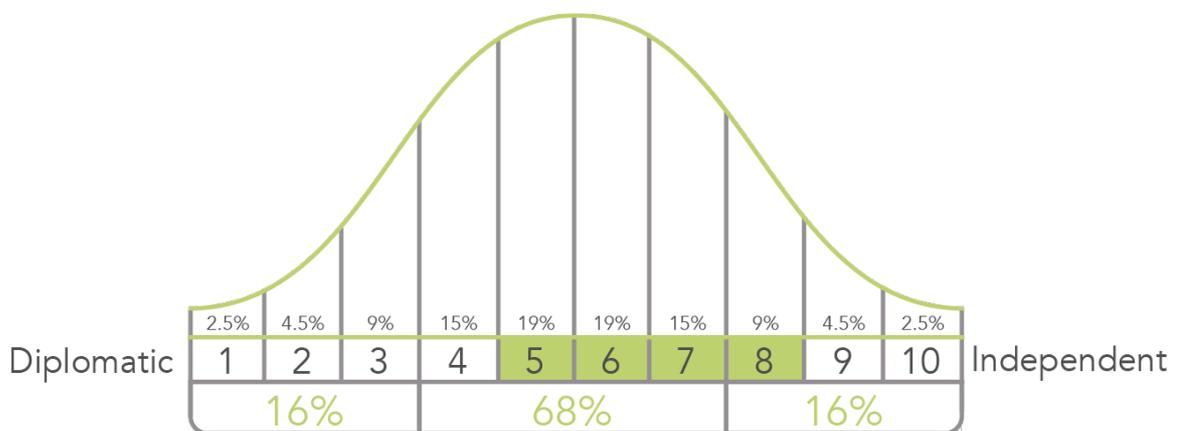
## Introduction

This Selection Report describes John Johnson's suitability for the Sample Sales Manager position at JJ Inc.. The information in this report comes first from reviewing the scores on each of the scales of the Prevue Assessments that were completed by John Johnson and second from comparing those scores to the Prevue Benchmark for the position. Both the scores on the Prevue Assessments and the comparison of those scores to the Prevue Benchmark are exhibited graphically in the Prevue Results Graph in Part 2.

## Prevue Assessments

The Prevue Results Graph shows John Johnson's 'sten' score on each of the Prevue Assessments scales considered in the report. A sten score is a candidate's score on a normal bell-shaped curve representing the general working population. The diagram below shows the normal bell curve divided into standard tenths ('standard tenths' is shortened to 'sten') for the Diplomatic vs. Independent Personality Scale. The diagram also shows the percentage of the general working population that will typically score in each sten.

### Prevue Benchmark



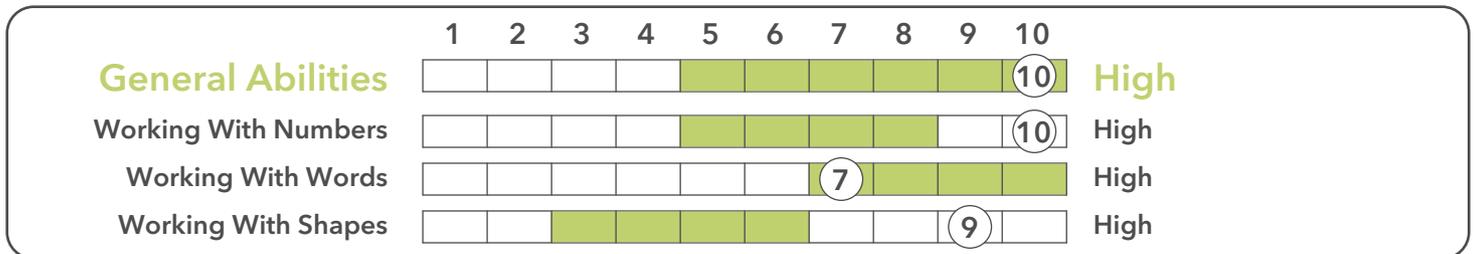
The Prevue Benchmark shows the preferred characteristics of an employee for a particular position. These characteristics are displayed as a range of desired sten scores on each scale. This range is shaded and forms the benchmark for the scale. The candidate's assessment results are shown as circled numbers and compared to the shaded ranges. The Benchmark Suitability Score is derived from a formula analyzing the candidate's sten scores on the benchmark (circled score is inside the shaded range) versus those scores that are off the benchmark (circled score is outside the shaded range).

**Example: The benchmark for the Diplomatic vs. Independent scale (shown above) is the shaded range of stens from 5 to 8. Scores 5,6,7 or 8 will be on the benchmark. Scores of 1,2,3,4,9 and 10 will be off the benchmark.**

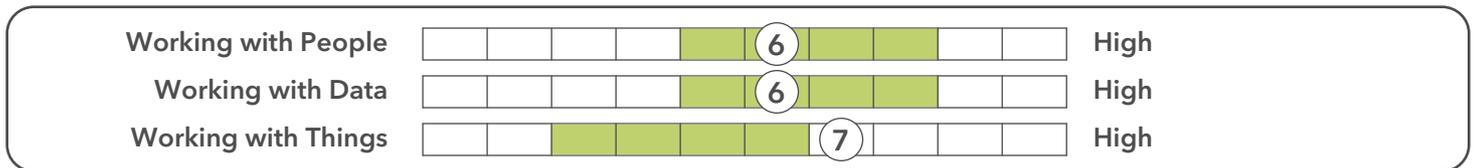
## Part 2 - Prevue Results Graph

John Johnson's scores are shown in the circled numbers on each of the Prevue scales presented below. The Prevue Benchmark for the Sample Sales Manager position is indicated by the green shaded ranges on each scale, which are preferred scores for this position. A score inside a shaded range is on the benchmark. A score outside a shaded range is off the benchmark.

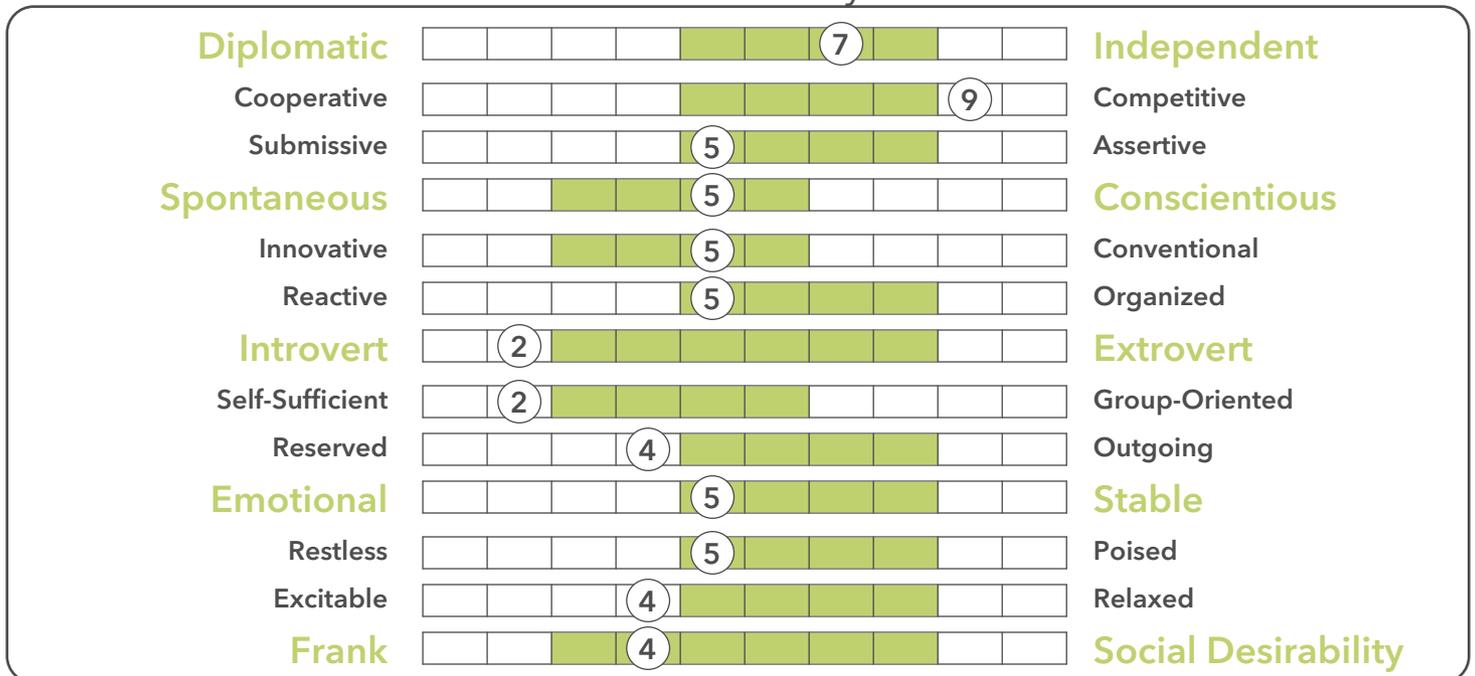
### Abilities



### Motivation/Interests



### Personality



### Benchmark Suitability Score

The Benchmark Suitability Score quantifies John Johnson's overall fit to the benchmark for the Sample Sales Manager position. Note: John Johnson's Prevue Assessments results, including the Benchmark Suitability Score should comprise no more than one-third of the selection decision process. Refer to Best Practice Information for details.

**77%**

## Part 3 - Total Person Description

**The Total Person Description provides an overview of John Johnson compared to the general working population. This profile is derived from the scores shown on the Prevue Results Graph.**

Mr. John Johnson has superior numeric skills, superior spatial ability, and above average verbal skills. He is well equipped to do challenging numeric assignments such as creating complex spreadsheets and advanced data tables. He is equally competent for advanced assignments that require mental manipulation of shapes or objects. He will have no difficulty doing any work requiring visual imagery. He would also be quick to interpret and create multi-use graphs, to follow intricate diagrams, to read blueprints, and to estimate space requirements. These tasks would allow Mr. Johnson to make the most of his superb spatial reasoning. In addition, his above average ability with words means that moderately difficult paperwork, general office duties, and most writing assignments are well within his scope.

Overall, John Johnson has superior, versatile skills. He should learn quickly and perform well at almost any task in the workplace.

Mr. Johnson is strongly interested in people, data, and things. Because of his good motivation to work with all three major factors in the workplace, he should enjoy a wide range of occupations. In a computer context, he would likely exert himself to do well in communications and/or data management.

Mr. Johnson is highly competitive and moderately assertive. He wants to win, but will prefer to do so tactfully. Although a strong team player, he still wants individual recognition. John Johnson can be quite outspoken and will promote his own ideas, particularly in non-threatening situations and with people he knows well. On the whole, he prefers compromise over conflict and John Johnson will use diplomacy to maintain harmony in the workplace. His leadership style is marked by persuasion and encouragement. He is equally comfortable being either a team member or a decision-maker.

John Johnson is reasonably well-organized, tidy, and accountable. Although he prefers to work in a structured environment, he is flexible and can be innovative if necessary. He prefers the status quo to change for change's sake. However, he can adapt quite readily and is not an obsessive planner. As long as changes are not seen as arbitrary or radical, he can cope with new developments. Mr. Johnson can tolerate a relatively constant flow of routine tasks and still deal well with the occasional novelty.

While John Johnson can work with others, he generally prefers to work alone. For highest productivity, he should work in an orderly fashion in a quiet environment. He is not bored by routine tasks but he prefers some variety. In a group situation, Mr. Johnson will work unobtrusively, without drawing attention to himself. With familiar people, he will be conversational and outgoing, but he will rarely seek to be the center of attention.

Although usually calm and not easily flustered, Mr. Johnson can be upset by prolonged stress or exceedingly demanding tasks. In these conditions, he will be irritable, although he will strive to regain his composure as quickly as possible. While fairly trusting and open with others, he is sensitive to anyone trying to take advantage of him and he will resist such behavior. His reactions to stress are variable but, in the main, he seems to cope well and even does some of his best work when he is stimulated by adversity.

# Interview Guide

## Part 4 - Suggested Interview Questions

### Planning the Interview

Planning the interview requires identifying concerns about the candidate's work history, references and scores off the Prevue Benchmark for the Sample Sales Manager position. Use the available candidate information plus this report to structure the interview and make the best hiring decision.

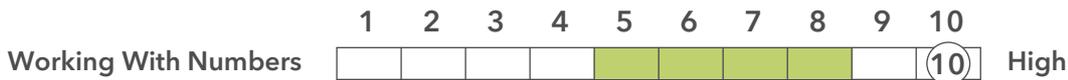
This section provides suggested interview questions to address the following:

- ▶ First to examine those areas where John Johnson's score did not fall on the benchmark for the position.

You should customize the interview questions as needed for this position at JJ Inc.. **You may wish to take a copy of Part 4 to have it available for the interview.**

### Scores off the Benchmark

John Johnson's scores fell off the Benchmark for the following scales. This indicates that the candidate could encounter challenges in these areas. Review each score description set out below and consider the suggested interview questions. The more distant the score is from the benchmark for a scale the more important it is for you to probe these areas.



John Johnson is above the given benchmark and shows an excellent ability for Working with Numbers. This is likely to translate to fast, accurate performance for any tasks requiring arithmetic skills and number recognition. These could include budgeting, estimating costs and staffing for projects, effective use of statistics, and trend-spotting based on numeric data. There should be full competence for numerical work in the Sample Sales Manager position.

1. The Sample Sales Manager position currently offers limited application for your excellent numerical ability. Will this affect your job satisfaction? How will you deal with limited opportunities to work with numbers on the job?
2. If number tasks are infrequent or not challenging, how will you apply your superior numerical ability?

#### Your Comments:

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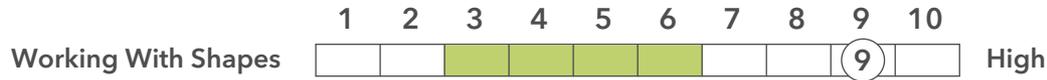
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John Johnson is above the given benchmark and has exceptional ability for Working with Shapes. In the elite group of management personnel for spatial accuracy and learning speed, this candidate is likely to work well with graphs, charts, and icons and can easily relate diagrams to actual objects and events. This first-rate ability implies full proficiency for spatial tasks in the Sample Sales Manager position.

1. The Sample Sales Manager position currently offers limited application for your exceptional spatial ability. Will this affect your job satisfaction? How will you deal with limited opportunities to work with shapes on the job?
2. If work with shapes is infrequent or not challenging, how will you apply your excellent spatial ability?

**Your Comments:**

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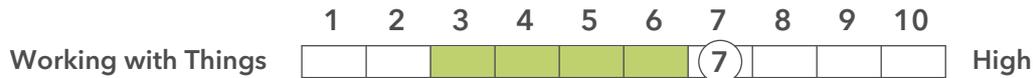
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Mr. Johnson expresses an average level of interest in work which deals with inanimate objects such as electronic devices, machinery, tools, and equipment.

1. How often do you use a computer at work?
2. What is the one piece of equipment you couldn't work without? Describe its use.
3. Describe the most innovative new equipment that you have recently introduced to your team.

**Your Comments:**

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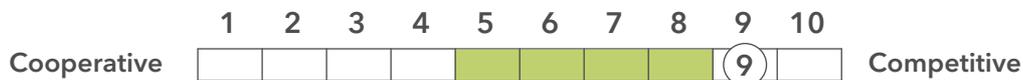
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Mr. Johnson plays to win and will tend to be a bad loser.

1. Describe a situation where your need to win did not demonstrate appropriate team work.
2. What goals have you set for yourself? How about for your department? Explain how these two plans can work together.
3. Please recall a management situation when your competitive nature became counter-productive.

**Your Comments:**

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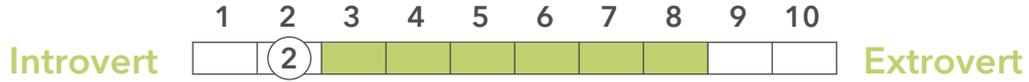
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Mr. Johnson is likely to prefer his own company and working in a quiet, calm environment, seeking out involvement when he chooses.

1. Describe the role you typically take in your team meetings. Why?
2. Describe the surroundings in which you will work best with your staff
3. Describe your fundamental management philosophy, and how this approach enhanced relations with your employees.

Your Comments:

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Occasionally John Johnson will seek the company of others or a stimulating social environment, but in general he prefers his own company to that of others.

1. Describe your level of tolerance of staff who like to talk and interact with you while you're trying to do your job.
2. What percentage of time during the week do you spend on the floor or in the field? What do you do to create more of these opportunities?
3. Can you expand on the role you like to take during team meetings or company/employee functions?

Your Comments:

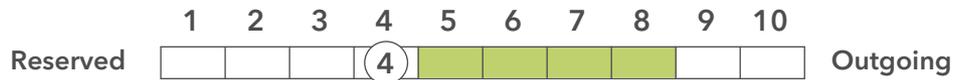
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Mr. Johnson describes himself as someone who is fairly quiet and reserved, preferring infrequent periods of social contact.

1. Please give me some examples of the techniques you use to motivate your staff.
2. How important were the social aspects of your previous job? Describe where you are likely to initiate contact and conversation in this Sample Sales Manager position.
3. Describe the aspects of supervising people that appeal to you the most.

Your Comments:

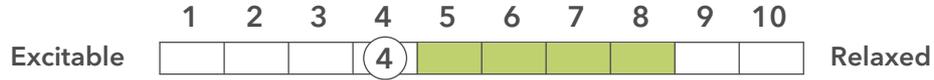
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Except for certain circumstances, people like this will handle most things in a calm and relaxed manner.

- 1. Illustrate the type of employee that you have a hard time getting along with.
- 2. Describe the last time you almost lost your temper when dealing with an angry worker.
- 3. Discuss the things or activities you do to deal with the pressure of working with others.

**Your Comments:**

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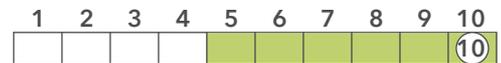
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## Part 5 - Individual Characteristics

The Individual Characteristics descriptions provide more information about John Johnson's scores in comparison to those of the general working population. Scores on the Prevue Benchmark for each scale highlight John Johnson's strengths for the Sample Sales Manager position. Scores that are two or more stens off the Prevue Benchmark for any scale highlight prospective areas of challenge for this candidate and should be addressed in the interview.

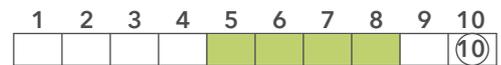
### General Abilities

This score is at the highest level of General Ability. John Johnson is quicker and more accurate in reasoning skills than most. He is generally quick to learn and can absorb new information easily. Mr. Johnson is likely to be very efficient and able to deal well with change in his working requirements and under conditions of high mental workload.



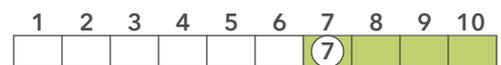
### Working With Numbers

Mr. Johnson shows an extremely high capacity for numerical reasoning. He is quicker and more accurate than most employees in his capacity to reason with information derived from simple numbers.



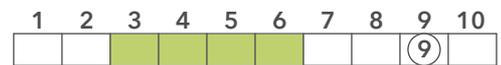
### Working With Words

Mr. Johnson is talented in using language as a vehicle for reasoning and problem solving. He demonstrates a good level of speed and accuracy when dealing with written language.



### Working With Shapes

This indicates exceptional skills in spatial ability when compared with other adults in the general working population. Mr. Johnson has excellent capacity in both speed and accuracy when reasoning with information that involves thinking about manipulating shapes and objects. He will feel at ease working with plans and diagrams and be able to relate working drawings and schematics to actual objects and products.



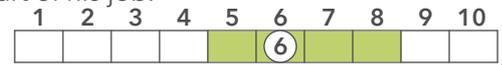
### Working With People

Mr. Johnson shows an average level of interest in work that involves dealing with people. He is likely to prefer employment that involves contact with others and would not be happy working on his own.



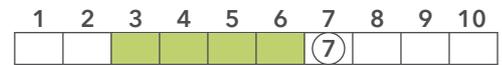
### Working With Data

Mr. Johnson 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. He would not necessarily feel the need to work with data to form the major part of his job.



### Working With Things

John Johnson expresses an above average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Such people are likely to be interested in a hands-on approach to designing, managing or working with things.



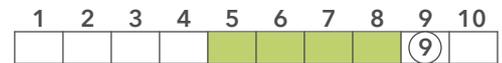
### Diplomatic / Independent

John Johnson is usually forthright and plays hard to win. He can be outspoken and unafraid of controversy and argument. Mr. Johnson can participate in achieving team and individual goals.



### Cooperative / Competitive

He describes himself as a very competitive, goal-oriented person. Although such people have a strong personal need to win, they seldom participate as part of a team.



### Submissive / Assertive

John Johnson is somewhat submissive and may avoid speaking out on some issues. Mr. Johnson may refrain from promoting himself in leadership roles. In disputes, he may be willing to compromise to maintain relationships with others.



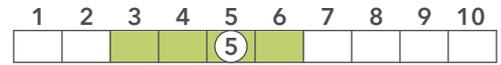
### Spontaneous / Conscientious

He balances the need to do things well in the quickest possible way within the rules. This leads to solutions that are innovative without implementing radical changes. Such people are quite dependable, adaptive and innovative.



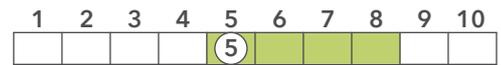
**Innovative / Conventional**

Mr. Johnson is balanced in his attitude toward change and innovation. While happy to be working in a traditional manner and following the rules, he can be flexible and accept change when necessary.



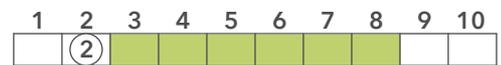
**Reactive / Organized**

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



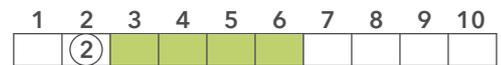
**Introvert / Extrovert**

Mr. John Johnson is an introvert, who prefers working alone in a quiet, calm environment. Individuals like Mr. Johnson prefer the company of a few close friends. He is quite reserved.



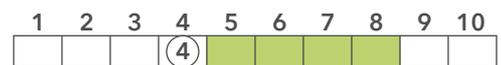
**Self-Sufficient / Group-Oriented**

As a self-sufficient individual, he will not feel the need for a great deal of contact with others in the workplace. Such people are happy to work on their own and in quiet places, and tend to avoid noisy situations and group activities.



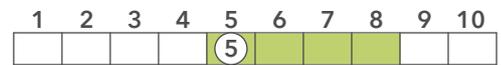
**Reserved / Outgoing**

Although he is comfortable in the company of others, he does not seek their attention. An individual like this can be talkative and outgoing in limited job situations.



**Emotional / Stable**

Mr. John Johnson is stable and calm under normal situations, but may become apprehensive and emotional when conditions become unsettled. He is generally accepting of people, but with a degree of caution. Such people are usually stable under moderate stress.



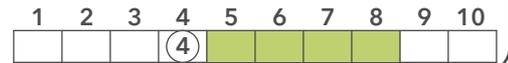
### Restless / Poised

Such people can remain calm and poised in the face of unpleasant circumstances, yet at times have a tendency to become upset and take things personally.



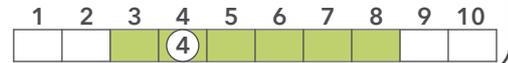
### Excitable / Relaxed

Mr. Johnson is occasionally excitable and anxious. Any suspicions or stress he may feel under pressure are likely to be moderate. Individuals like Mr. Johnson may find it hard to cope with very demanding high-pressure jobs.



### Social Desirability

Given this level of score, there is reason to believe that Mr. Johnson has presented a reasonably frank picture of himself on the other scales.



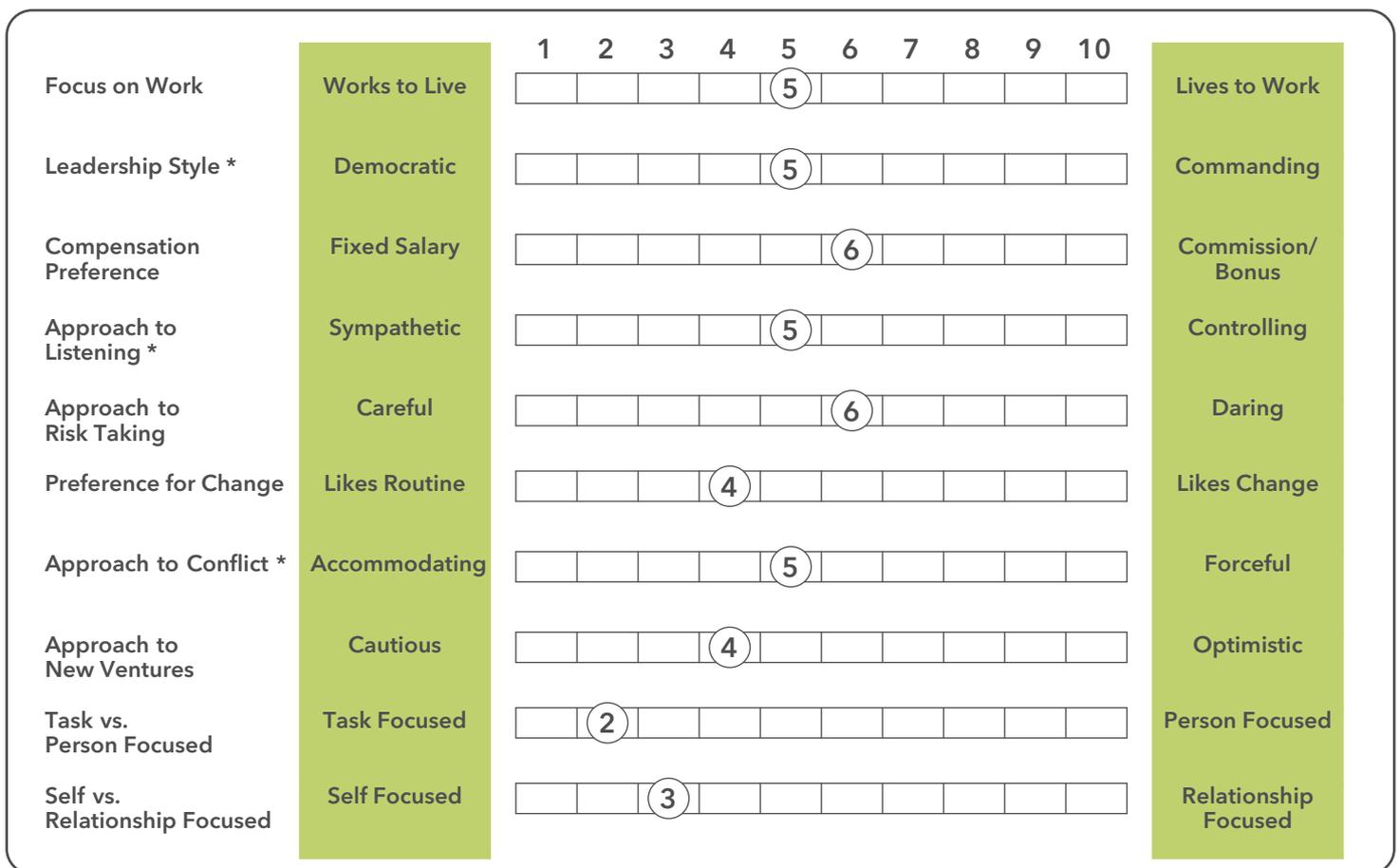
# Part 6 - Approach to Work

## Introduction

This section of the Prevue Selection Report provides information on John Johnson's approach to a number of work related subjects that can significantly impact job performance. A manager can use this information to better understand this candidate's natural response to these important work requirements or situations and overall suitability for the Sample Sales Manager position.

Each of the Approach to Work scales addressed in this section is derived from one or a composite of the Prevue Personality scales reviewed in the Total Person and Individual Characteristics sections of this report.

There are no Prevue Benchmarks developed to identify the preferred score ranges on the Approach to Work scales. It is expected the hiring manager will have sufficient understanding of the Sample Sales Manager Benchmark position to know what the position and the company culture requires.



\* See Aspects of Assertiveness

### Focus on Work

**WORKS TO LIVE (1) vs. LIVES TO WORK (10):**

The Focus on Work scale provides information on the importance of work to Mr. Johnson.

Some see work as a means to an end while others define themselves by their work. Work is important to John Johnson but not at the expense of home or family. If conflicts arise between home and work, his personal life may take priority. Long or irregular working hours could be inconvenient for him. Leading a full social and business life, he may sometimes be overextended but the social skills he develops in his leisure activities should translate well to business.

1	2	3	4	5	6	7	8	9	10
				5					

### Compensation Preference

**FIXED SALARY (1) vs. COMMISSION/BONUS (10):**

The Compensation Preference scale identifies whether John Johnson is more motivated to work by a secure salary or by performance based remuneration.

John Johnson slightly prefers bonus or commission over a fixed salary, but he will readily agree to a blended package of compensation. If a sizable portion of his compensation is steady income rather than the excitement of profit-sharing or performance-based earnings, he may need some support to accept this. However, he will not risk things of real importance. He likes the challenge of new ventures as long as he can think things through and be ready for potential problems.

1	2	3	4	5	6	7	8	9	10
					6				

### Approach to Risk Taking

**CAREFUL (1) vs. DARING (10):**

This Approach to Risk scale is measured from 1 for avoidance of risky behavior to 10 for willingness to engage in risk.

Although sometimes tempted by chancy behavior or quick decisions, John Johnson will act appropriately in most situations and expediently in a crisis. He will avoid unnecessary risk, particularly if it could lead to accidents, damage or loss. He prefers to refrain from ad hoc solutions but, if matters are pressing, he can react swiftly, even impulsively. Those who value steadiness will like his typically mindful approach. Others, who want quick answers and fast actions, will appreciate his competent performance.

1	2	3	4	5	6	7	8	9	10
					6				

### Preference for Change

**LIKES ROUTINE (1) vs. LIKES CHANGE (10):**

This scale identifies where Mr. Johnson fits in the continuum between a structured environment with a fixed routine and a dynamic fast changing working environment.

While John Johnson prefers tried and tested methods, he recognizes change is sometimes required. He likes a well-defined schedule in a structured environment, but usually reacts well to rational shifts in personnel or corporate structure. He is inclined to be insular and prefers to avoid confrontations or strident requests. He typically adapts standard policy for a new agenda rather than invent new policy. In short, he will not seek change for change's sake, or because it is exciting, but rather because it provides a better solution.

1	2	3	4	5	6	7	8	9	10
			4						

### Approach to New Ventures

**CAUTIOUS (1) vs. OPTIMISTIC (10):**

This scale distinguishes those who approach new ventures or issues with caution from those who approach new ventures with optimism.

John Johnson is a well-grounded individual who is somewhat given to pessimism. Although he might be uneasy about voicing negative opinion, he would not keep silent about his concerns and will encourage the team to proceed cautiously with new and potentially risky ventures. He recognizes that there are dangers in the business world but it is largely an exciting, rather than hostile, place for him.

1	2	3	4	5	6	7	8	9	10
			4						

### Task vs. Person Focused

**TASK FOCUSED (1) vs. PERSON FOCUSED (10):**

This team characteristic scale distinguishes those who focus on the needs of the task or project in hand from those who are focused on their own and their team members' needs.

In the workplace, John Johnson tends to be quiet, discreet, and fully focused on the task in hand. This person is attentive to detail but getting the job done is more important than the niceties of social communication. Social interaction may sometimes be awkward and John Johnson will be inclined to avoid personal topics. Generally uneasy with communication, employees with high task focus often describe themselves and others by what they do ("I sell air time; she does the accounts.") rather than discussing who they are. John Johnson's best asset for a team is exceptional effort to complete tasks.

1	2	3	4	5	6	7	8	9	10
	(2)								

### Self vs. Relationship Focused

**SELF FOCUSED (1) vs. RELATIONSHIP FOCUSED (10):**

This team characteristic scale distinguishes those who are self focused from those who are inclined to focus on others on the team.

John Johnson will focus more on self-created plans rather than others' views and relationships. This person likely has a personal agenda but will compromise to maintain collaboration and team spirit. Although inclined to be somewhat edgy, John can also be creative and provide leadership. John Johnson will prefer roles that offer personal latitude, with some opportunity to work with others, and recognition for individual achievement.

1	2	3	4	5	6	7	8	9	10
		(3)							

### Aspects of Assertiveness

**SUBMISSIVE (1) vs. ASSERTIVE (10):**

This personality scale influences a person's response to the following important work situations or circumstances:

1	2	3	4	5	6	7	8	9	10
				(5)					

**LEADERSHIP STYLE - DEMOCRATIC (1) vs. COMMANDING (10):**

Leadership Style is measured from 1 for those who prefer a nurturing style of leadership to 10 for those who are naturally inclined to a more demanding Leadership Style.

John Johnson is a well-balanced leader with a slight inclination to be the "guide on the side" rather than out in front exhorting the team to follow. When a gentle approach is needed, he will excel as a democratic leader. On the other hand, in a crisis, he can take command and be explicit about what must be done and when.

**APPROACH TO LISTENING - SYMPATHETIC (1) vs. CONTROLLING (10):**

The Approach to Listening scale is measured from 1 for a person who is an exceptionally sympathetic listener to 10 for a person who tends to dominate a conversation.

John Johnson tends to be enthusiastic about his own ideas but he still encourages others to express theirs. Careful to allow for all points of view, he will invite debate and probe for complete understanding. In short, he is a good listener who may only require some skill enhancement to be really effective at obtaining and analyzing other people's ideas. He could be encouraged to ask more questions. This active listening skill is usually perceived as interest and most people are flattered to be asked about their ideas.

**APPROACH TO CONFLICT - ACCOMMODATING (1) vs. FORCEFUL (10):**

This scale distinguishes those who avoid conflict by being accommodating from those who are forceful in their approach to conflict.

John Johnson balances accommodation and soft skills with a direct approach to conflict. Because he is fairly sure of himself, he is usually efficient in debate and confrontation and will only occasionally be worn down by the impact of others. In highly-charged, emotional situations, he can switch easily to a moderate, accommodating style of conflict resolution.

## Part 7 - Best Practice Information

**Assessment Administration:** Best Human Resources practice 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 a candidate completes the assessments without supervision the accuracy of the results cannot be guaranteed. In such circumstances you may wish to have the candidate retake the Prevue Assessments in a controlled environment at the time they attend your offices for an interview. For more information on the administration of the Prevue Assessment, please see "Administering the Prevue Assessments" in the Prevue How To Guides posted at [www.prevueonline.com](http://www.prevueonline.com).

**Assessment Weighting:** The weight given to the Prevue Assessments in any human resource selection or other high stakes decision should not exceed one-third of the total decision making process. The remainder of the process, including the candidate's work history, interview, background checks, etc., should be considered together with the results of this report.

**Ensuring Fairness:** When properly administered, the use of the Prevue Assessments will help to ensure that job applicants are treated fairly without regard to race, colour, religion, sex or national origin. The Prevue Assessments have been designed and developed to conform to the human rights legislative and best practice requirements prevailing in the various countries where the Prevue Assessments are distributed. This includes the EEOC Guidelines, the Americans With Disabilities Act, and the standards for test development published by the American Psychological Association, the British Psychological Society, and the Association of Test Publishers.