

TotalView Demos Ethan

TotalView Report

> **Selection**
Coaching
Individual
Succession Planning
Working Characteristics

on

Joe Sample2

regarding the position of

Customer Service Rep

08/07/2003

Distributed By:
Training House Demos

NOTICE: If the candidate has completed the assessment without supervision, please note the qualifications regarding unsupervised testing under "Validity" on the last page of this TotalView Report.

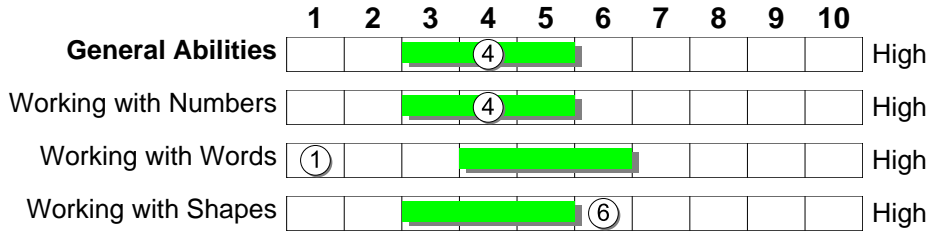


TotalView Benchmark

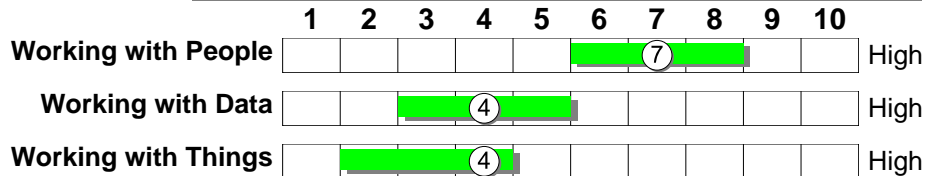
Joe Sample2

Customer Service Rep

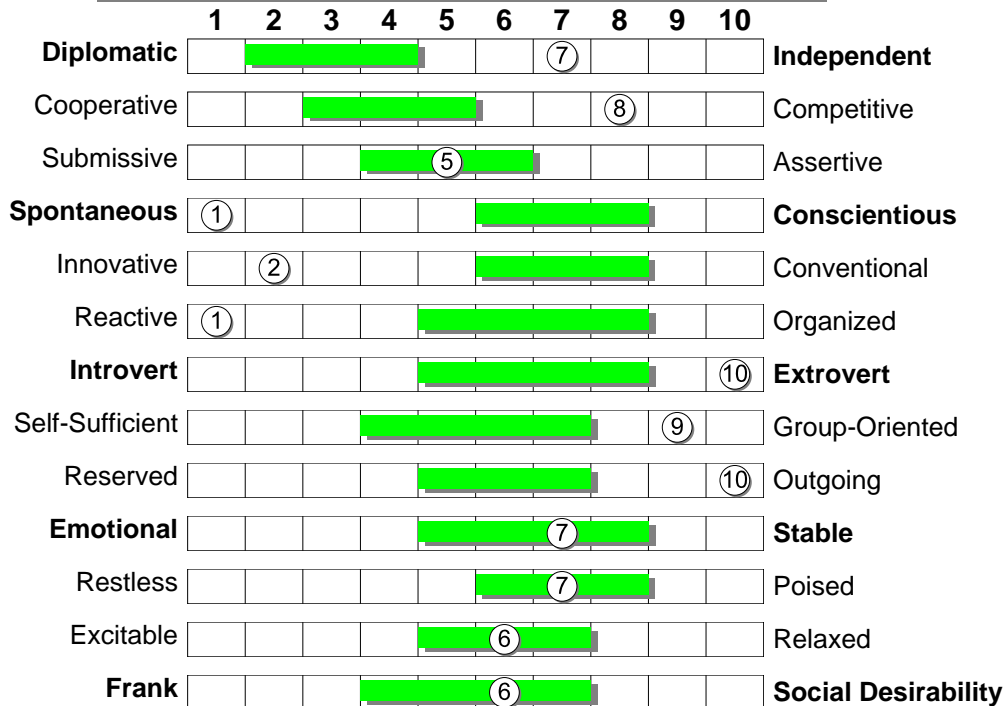
Abilities



Motivation/Interests



Personality



A TotalView Benchmark illustrates the required characteristics for this job as decided by management. The shadowed areas above graphically represent the Benchmark for this Customer Service Rep position. The number on each scale is Joe Sample2's actual score. The following percentage reflects the degree of suitability of his scores, when compared to this Benchmark.

TotalView Job Suitability

The TotalView Benchmark suitability should comprise not more than one-third of the selection decision process. The other aspects of the selection decision process, including the job interview, candidate history, and background check, should be furnished by management.

**Benchmark
Suitability
50%**

Planning the interview

Your interview should be a formal meeting, with the objective of assessing Mr. Sample2's qualifications for this Customer Service Rep position. Planning for this interview should begin with an examination of any areas of confusion or concern that were identified in the previous steps in the selection process, including his work history and education. This background information, in conjunction with this Report, will assist you in determining the candidate's overall suitability for this position.

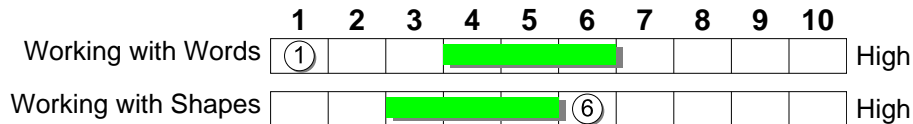
How to Use the TotalView Assessment in the Interview Process

Good hiring and promoting practices require that the personality traits, interests, and abilities of job candidates be matched to those required for the job for which the candidates are being considered. This can be accomplished by creating a Benchmark of the features that your experience confirms are required for the job. The Benchmark is the method that graphically represents the desired characteristics for the job as an overlay. The more closely Mr. Sample2's scores reflect the Benchmark, the higher his suitability for that specific job. Scores that are further from the Benchmark should provoke closer scrutiny. Interview questions, which seek answers pertaining to specific on-the-job conduct, will improve selection practices.

In most cases, you should customize these questions to better reflect this particular Customer Service Rep position. Mr. Sample2's responses should be clarified with further behavioral questions until you are comfortable you can make a quality decision regarding **Total Job Suitability**.

Areas Off the Benchmark

What follows are areas where Mr. Sample2 did not match this Customer Service Rep benchmark. A brief explanation of the score result and the benchmark is also provided, along with suggested behavioral interview questions.



It will be evident that Mr. Sample2 does not fall within the benchmarks for all of the dimensions of Abilities for this Customer Service Rep position.

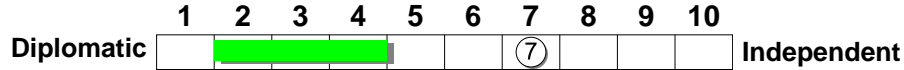
A score above any of the Abilities benchmarks will not generally be detrimental to overall performance. However, consideration should be given as to whether the position will provide sufficient challenge, stimulation, and opportunity for Mr. Sample2.

A score below any of the Abilities benchmarks can be significant. Such results suggest that Mr. Sample2 may have difficulty in quickly and effectively addressing and completing those aspects of the job where he is below the benchmark.

The Interview

Joe Sample2

Customer Service Rep

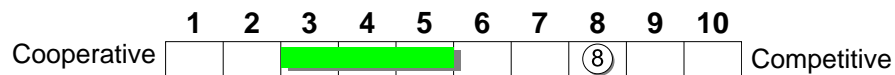


Joe Sample2 at times is unusually forthright, and plays hard to win.

Give me an example of how you have succeeded in getting people to work together.

Describe the last time controversy or conflict affected your work.

How do you consider your customer's feelings when answering a difficult question?

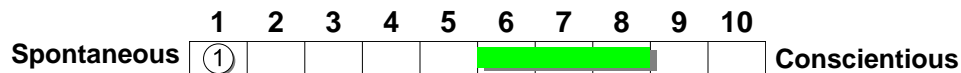


Mr. Sample2 plays to win, and will tend to be a bad loser.

How do you define "winning" in terms of servicing your customers?

Describe a situation where your need to win did not demonstrate appropriate teamwork.

Please recall a situation when your competitive nature became counter-productive.



Mr. Sample2 is likely to be flexible and responsive to situations as they arise, and may produce creative and radical solutions to situations.

Describe what you have done in the past to make your job easier.

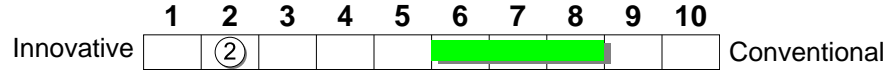
Explain the circumstances of a situation when you felt it necessary to overlook some policies or procedures because they got in the way of reaching a goal.

Your preference is to reach a solution in the quickest possible way. Describe a situation where this approach has been ineffective in meeting your customer's needs.

The Interview

Joe Sample2

Customer Service Rep

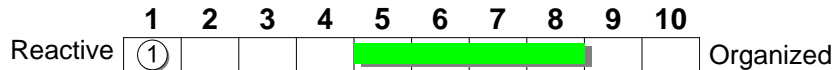


Mr. Sample2 sees himself as innovative and flexible.

Do you see yourself seeking new ways to solve customer problems, rather than following the traditional methods? Describe how your experiences have shown this approach to be more productive.

Please explain what you do to make sure things don't get overlooked.

You describe yourself as creative and impulsive. Provide an example of where you used this creativity to solve a customer complaint.

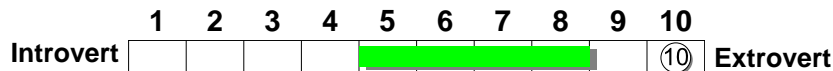


Mr. Sample2 regards himself as a creative, spontaneous person.

You believe that you think best "on your feet". Describe a day that was totally chaotic, and explain how you managed to get through it.

Explain your system of making sure that things do not get lost or overlooked.

Describe how you determine the amount of time you should spend on planning and handling small details.



Mr. Sample2 is likely to be a very sociable and lively person who seeks excitement and enjoys being at the center of things.

Describe the circumstances that cause you to sometimes feel bored at work.

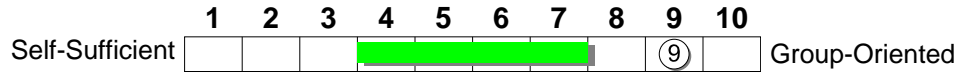
Describe the last opportunity where you were able to discuss business in an informal social setting such as a party or sporting event.

Describe specific situations in the past where you had little time to get out and work with the customer. What were the problems associated with that?

The Interview

Joe Sample2

Customer Service Rep

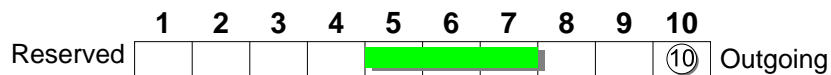


Mr. Sample2 is a very sociable person who actively seeks out a lively environment where he can meet lots of people.

What has been your experience serving your customers in noisy, active places?

Describe the business-related groups, clubs, or activities you are involved with that keep you busy.

Describe a typical busy, customer-oriented workday. Is that your preferred kind of day?



Mr. Sample2 describes himself as someone who needs to be the center of attention.

Recall the most dynamic presentation to a group of customers that you have made.

What did you find to be the most boring part of your job?

Describe how you usually develop rapport while serving your customers.

Note:

The Total Person is a combination of all the elements Mr. Sample2 completed in his TotalView Assessment.

This person has higher-than-average spatial skills, average numeric skills, and lower-than-average verbal skills. He is best equipped for assignments that involve mental manipulation of shapes or objects. These could include reading blueprints, interpreting graphs, and following moderately difficult diagrams. He would also be good at estimating space requirements. Being reasonably proficient with numbers, Mr. Sample2 will be able to do simple arithmetic and to work with routine spreadsheets, data tables, etc. Tasks dependent upon verbal ability, however, will be very challenging for him. He will require more instruction for any written assignments, and more time for paperwork. Similarly, when faced with major changes in the workplace, Mr. Sample2 will need additional time to adapt.

Mr. Sample2 is strongly interested in people, and would be most happy in a job that involves contact with others. He is moderately motivated to work with data and things. This means that he could process abstract information and use technology, as long as he still had opportunities for social interaction. He would perform best where he could take advantage of his preference for interpersonal activity. In a computer context, Mr. Sample2 would prefer direct communication with others (Internet connections, e-mail, etc.).

Mr. Sample2 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. Joe Sample2 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 Joe Sample2 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.

Joe Sample2 is innovative and flexible, believing that rules can be interpreted loosely. He often seeks new ways to solve problems, rather than follow traditional methods. Being creative and spontaneous, he prefers to react to situations as they develop, rather than to make detailed plans. He sees the overall picture instead of focusing on the details; he is more concerned with getting the job done than in how he does it. His workspace is likely to be cluttered and untidy, and he would have to go against his own nature to do well in a structured organization with many rules, tight deadlines, and strict codes of behavior. Mr. Sample2 enjoys change and a shifting and unpredictable environment.

Joe Sample2 requires continual social stimulation, and only rarely does he feel a need to be by himself. Extended periods of solitude will be frustrating for him. Often wanting to be in the spotlight, he will usually lead any discussion, but he is not inclined to take the role of leader all the time in every activity. He enjoys meeting new people and exploring new ideas. He often acts impulsively and long-term assignments must include variety, or else he will lose interest. Mr. Sample2 will not tolerate a great deal of monotony and he will thrive on challenging assignments, particularly if these contain an element of risk.

Joe Sample2 is generally positive, rational, and calm. He can take criticism well; because he strives to be objective, he is usually able to shrug off rejection and continue with his work. He is so relaxed and copes so well with pressure that some might misinterpret his lack of excitability as indifference. Less scrupulous people may attempt to exploit his easy trust and remarkable patience. Ideally, he should work on demanding, high pressure, long-term projects that require dealing with people openly and objectively. Whether he is required to give a fast response to a crisis or methodical attention to a routine task, Mr. Sample2 will work effectively under pressure.

Individual Traits

Joe Sample2

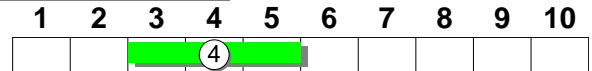
Customer Service Rep

NOTE:

The individual traits on the following pages are descriptions of Mr. Sample2's characteristics as determined by the TotalView Assessment. The 1 - 10 scoring scale used throughout the TotalView Assessment is called a "sten scale". Sten simply means the standard tenth of a normal bell curve. Approximately 16% of the population will have sten scores in the 1 - 3 range and 16% will score in the 8 - 10 range. The other 68% of the population will score in the middle range of 4 - 7.

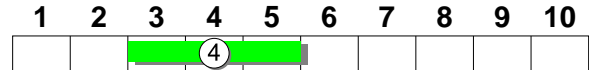
General Abilities

Mr. Sample2 is likely to be reasonably competent, but tends to learn slightly more slowly than the average person and even finds it hard at times to absorb new information. He may have difficulty coping with problems that require mental reasoning combined with time pressures. Mr. Sample2 is likely to be very efficient working within a structured environment, where there are opportunities to develop his skills at his own pace.



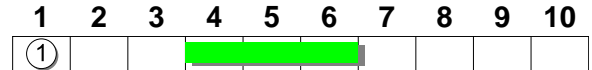
Working with Numbers

Joe Sample2 is in the low average range for numerical reasoning. This indicates that his speed and accuracy is typical of the lower third of his fellow employees in the ability to work with information derived from simple numbers.



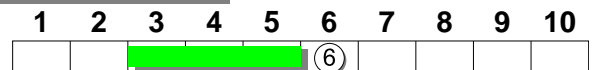
Working with Words

A sten score of one means Mr. Sample2 has a below-average capacity for working with written information, particularly under conditions where there is a degree of time pressure. He is likely to take longer and be less accurate when dealing with information that involves words and written material.



Working with Shapes

Mr. Sample2 has an average capacity for working with spatial material, when compared to others in the general adult working population. His speed and accuracy in using spatial material indicates that he is as able as most adult workers to deal with information that involves thinking about and manipulating shapes and objects.



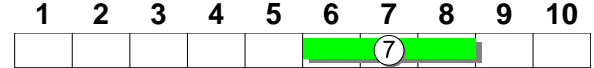
Individual Traits

Joe Sample2

Customer Service Rep

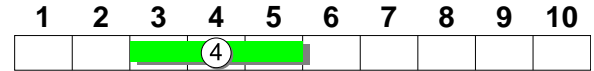
Working with People

Mr. Sample2 shows a high-average interest in work that involves dealing with people. He is likely to prefer employment that involves a reasonable degree of contact with others, and would not be happy working on his own. He will enjoy work that requires difficult and demanding interpersonal skills.



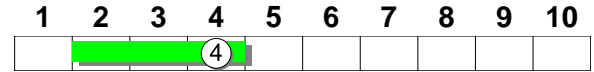
Working with Data

Mr. Sample2 has some interest in working with data. This interest might be related to the way it is applied in working with people and/or machinery and equipment. He would not necessarily feel the need to work with data to form the major part of his job.



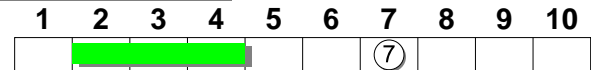
Working with Things

Joe Sample2 expresses a slightly-below-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 as central to their work.



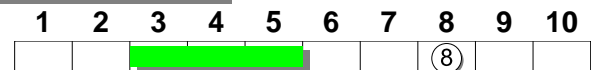
Diplomatic / Independent

Joe Sample2 is usually forthright, and plays hard to win. He can be outspoken and unafraid of controversy and argument. Mr. Sample2 can participate in achieving team and individual goals.



Cooperative / Competitive

This person describes himself as a hard-driving competitor with a strong, individual need to win. He has less concern to win as part of a team.



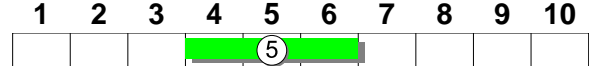
Individual Traits

Joe Sample2

Customer Service Rep

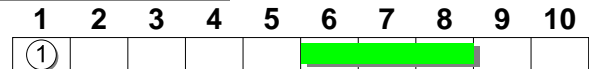
Submissive / Assertive

Joe Sample2 is somewhat submissive, and may avoid speaking out on some issues. Mr. Sample2 may refrain from promoting himself in leadership roles. In disputes, he may be willing to compromise to maintain relationships with others.



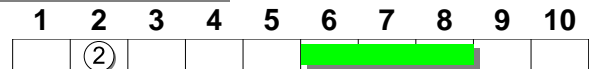
Spontaneous / Conscientious

Expect some measure of chaos as a part of the creativity and flexibility this individual brings to the job. While extremely spontaneous and innovative, Mr. Sample2 will have little regard for the traditional way of doing things. In fact, he will thrive in a creative, challenging situation, but may be unsuccessful in a highly structured and predictable environment. Such people tend to appear careless and not very well organized.



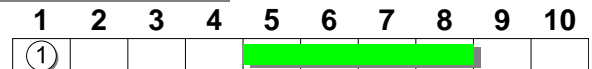
Innovative / Conventional

Such people are likely to see new ways to solve problems and are not bound by traditional methods. An unconcerned attitude toward rules and guidelines allows them to be very flexible when reaching solutions. They are innovative and enjoy change.



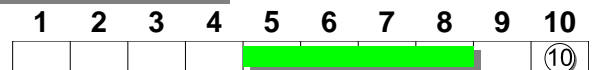
Reactive / Organized

He regards himself as a very spontaneous individual, reacting to events as they occur. He does not plan ahead, and feels that a degree of chaos is expected. Such people feel that planning and organization restrict their innovative abilities. They see attention to detail as being something for other people to worry about, preferring to focus on the overall picture. As a result, they often appear quite disorganized.



Introvert / Extrovert

Mr. Joe Sample2 is a very sociable and talkative person who seeks excitement. In fact, he is happiest when he is the center of attention, seeking out people for fun, entertainment, company, and stimulation. Others will see him as a very high-spirited and impulsive individual.



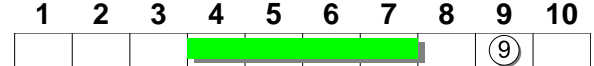
Individual Traits

Joe Sample2

Customer Service Rep

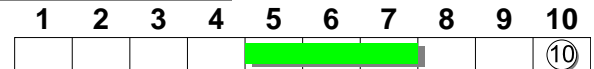
Self-Sufficient / Group-Oriented

This is a sociable person who prefers to be with other people in a lively environment. A quiet time is the exception rather than the rule. He is usually found at the center of groups or social activities, and seeks the approval of others.



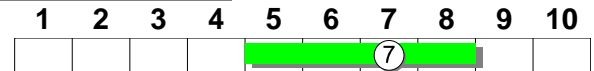
Reserved / Outgoing

Joe Sample2 is an outgoing, talkative individual, who wants to be the center of attention. Such people enjoy risky, action-packed, challenging jobs. They act impulsively, and quickly become bored with repetitive work. He may be enthusiastically verbal to the point of not allowing others to express their opinions.



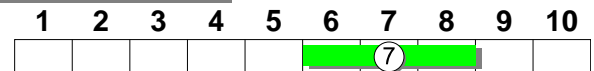
Emotional / Stable

As a relaxed and easygoing person, he is able to face most setbacks with calmness and ease. He rarely gets irritable or upset, because he is fairly secure in himself, and self-assured even under normal stress.



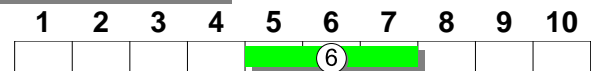
Restless / Poised

Joe Sample2 is fairly calm and unruffled. A Customer Service Rep like this will remain objective in all but the most difficult work-related situations.



Excitable / Relaxed

This is a person who remains calm and relaxed in response to normal situations. For the most part, such people are able to manage their problems without undue anxiety. Occasionally, they will not always assume the best of other people, and will feel the need to check their motives. However, any level of suspicion or stress is likely to be moderate.



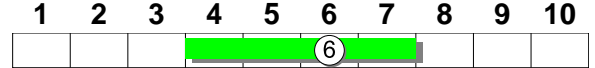
Individual Traits

Joe Sample2

Customer Service Rep

Social Desirability

Joe Sample2 describes himself as someone who is usually considerate. Such individuals are aware of social rules and expectations.



VALIDITY:

The rules for identifying patterns of responses in the Personality section of the TotalView Assessment that 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. Any omitted item in a scale is coded as a "B" answer. 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 TotalView Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

The total number of "B" responses chosen for this report was: 20

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 TotalView Assessment can be considered accurate and reliable.

NOTICE:

ICES Assessment Systems Inc. advises users that the TotalView Assessment should provide up to one-third of the total selection process. The remainder of the selection process, including the candidate's work history, interview, and background checks, should be used in association with the results of this report.

The benchmark used for this Report was designed by a method other than a Concurrent or a Job Description Survey. Except when designed by a professional, ICES Assessment Systems Inc. recommends that all benchmarks be designed by the Concurrent or the Job Description Survey, or a combination of both methods.

When properly implemented and used in conjunction with customary selection procedures, this assessment will help to ensure that applicants are treated fairly without regard to race, color, religion, sex, or national origin.

NOTICE: REGARDING UNSUPERVISED TESTING

The TotalView Assessment has been designed to be administered to candidates in a controlled environment under the supervision of a proctor. Proper supervision in a controlled environment ensures that:

- The person who completes the Assessment is in fact the candidate;
- Rapport is established between the candidate and the test supervisor;
- All candidates who take the Assessment in respect of a particular human resource decision complete the Assessment in similar conditions;
- A candidate's responses are not affected by collusion with others or by other actions that would invalidate the Assessment;
- The test supervisor is able to address unexpected conditions or problems affecting a candidate.

For more information on the proper administration of the TotalView Assessment, please see "Administering the TotalView Assessment" in the TotalView User Guide posted at totalviewassessments.com.

If the TotalView Assessment is administered without the required supervision, the validity of this TotalView Report cannot be assured. In such circumstances The Publisher recommends that the candidate be re-tested in a controlled environment, particularly where the Report is to be considered in a selection or other important decision.