



**INDIVIDUAL ASSESSMENT REPORT - STRICTLY CONFIDENTIAL**

The purpose of the assessment has been to provide further information to assist with the recruitment of

**Mr. Samantha Sample**

On Monday, 20th July 2009

Prepared by

**Psych Press - Talent Management Psychologists**

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## **Confidentiality**

This highly confidential document is provided to the client on the candidate named on the cover sheet on the basis that the need for this confidentiality is recognised, accepted and that such confidentiality will be strictly maintained.

It should therefore only be read by staff specifically involved with the selection, promotion or development of the person named, and stored securely with minimum access.

Should a report be required at a later date, it can be obtained without further cost, from Psych Press archives.

## **Objectives**

The report on the candidate's capabilities has been done based on several assessment materials used to provide objective information about the competencies which might be required for the specific position.

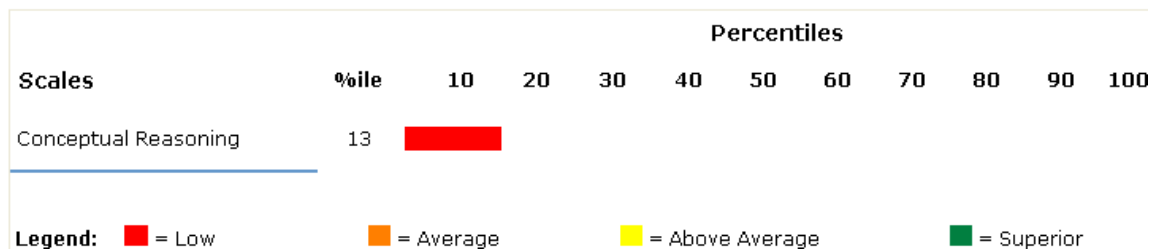
## **Cross Validation of Outcomes**

This report provides objective information on candidate's capabilities. We recommend supplementing it with other information obtained from other sources like interviews or other reports.

**The following report has been based on a scientifically validated profile providing elements of insight or understanding into Ms. Sample’s behavioural style. The profile is intended to provide you with a point of reference from which you can objectively assess her customer service potential and work suitability.**

## 1. ABILITIES AND APTITUDES

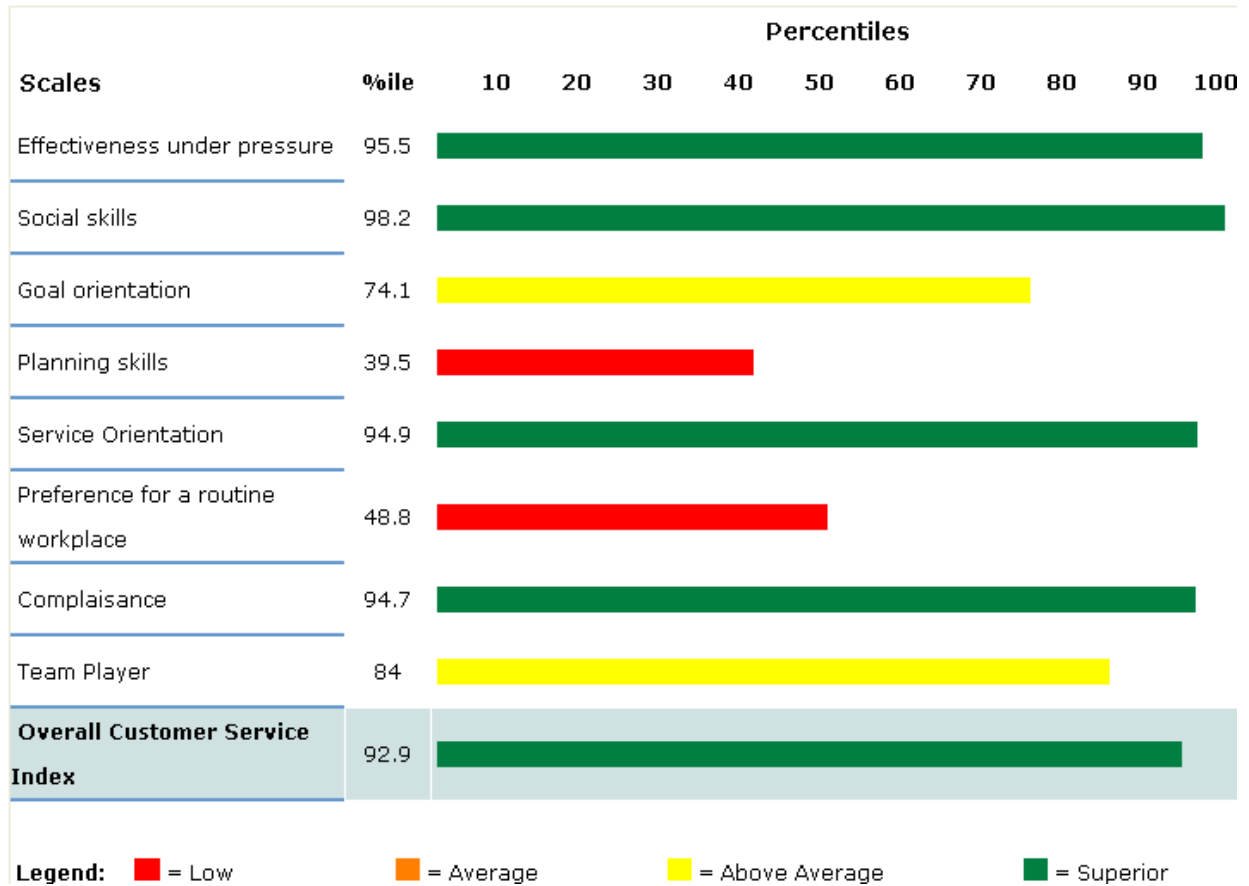
The test of Conceptual Reasoning provides a valid measure of generalised intellectual functioning and correlates most highly with other tests of generalised or natural problem solving capacity. The test itself requires Ms. Sample to work with ambiguous, novel and highly complex information. The ability to grasp complex conceptual relationships and to operate without a basis of prior knowledge are some of the aptitudes found to be measured by this test. Job competencies relevant to this measure include the capacity for flexible and creative thought, technical problem solving, the capacity to acquire information quickly and an aptitude for adapting existing knowledge to new situations.



Ms. Sample's performance on the measurement of Conceptual Reasoning has placed her in the below average range compared to an Australian graduate sample. This result suggests that she may experience some difficulty to think laterally or grasp complex and abstract concepts, when compared to the normative group. She may require more time or some support to learn new, complex information and apply it to solve problems outside her area of expertise. She may also struggle to address organisational issues in a strategic manner or perform tasks that require strategic thinking.

## 2. CUSTOMER SERVICE STYLE PROFILE

### Graphical Summary



## Effectiveness under pressure

*This scale measures the tendency of an individual to remain calm under pressure and maintain self-control. It examines one's ability to interact well with customers as well as colleagues, particularly in trying or adverse conditions. Typically, higher scorers tend to remain objective and not become upset by other people, "take most things in their stride", and remain even-tempered.*

Scale	%ile	10	20	30	40	50	60	70	80	90	100
Effectiveness under pressure	95.5										

This result suggests that Ms. Sample will demonstrate very effective coping skills when placed in a stressful work situation in comparison to others working in the Australian customer service industry. Emotionally resilient and stable in mood, she should have no difficulty facing customer service related challenges in a calm and collected manner. Never unruffled by events, she is likely to be viewed as being highly dependable in a crisis such as attending to customers when short staffed. She should have sufficient inner resources to cope with very demanding customer service situations. She should be able to rapidly recharge her depleted inner resources after facing a demanding work situation.

## Social Skills


*This scale measures the tendency of an individual to have a positive and outgoing demeanour, as well as enjoying interacting with customers and working collaboratively with colleagues.*

Scale	%ile	10	20	30	40	50	60	70	80	90	100
Social skills	98.2										

The results suggest that Ms. Sample has very strong social skills in comparison to other Australian customer service providers. She will be able to maintain excellent social interaction with others even in difficult situations, such as when dealing with dissatisfied customers or customers who are constrained by time. She will report feeling comfortable and confident engaging with others, paving the way for strong relationships with both customers and team members.

## Goal Orientation

*This scale measures one's tendency to work towards set customer service goals, make decisions to achieve those goals on a consistent basis, and show determination to complete their job properly to provide a high quality customer service experience.*

Scale	%ile	10	20	30	40	50	60	70	80	90	100	
Goal orientation	74.1											

The results suggest that Ms. Sample regards reaching challenging goals as a very high priority in comparison to other Australian customer service providers. This result reflects a very high drive to achieve results. It is expected that she will invest considerable efforts to fully attend to customers' needs. As she is exceedingly goal and task oriented, it is expected that during challenging customer service situations such as handling customer complaints, she will show determination to manage the situation to a conclusion that achieves customer satisfaction.

## Planning Skills


*This scale measures one's tendency to have well-organised customer service habits, orderliness when approaching customer service activities and ability to follow a systematic approach to doing things and adhering to a schedule.*

Scale	%ile	10	20	30	40	50	60	70	80	90	100	
Planning skills	39.5											

The results suggest that Ms. Sample finds working in a planned and organised manner to be of a low priority in comparison to other Australian customer service providers. She will generally find planning ahead a challenging activity which may hinder her ability to attend to customers' needs in an organised and timely fashion. This may cause her to become flustered when communicating with customers, thereby impeding on her ability to establish and maintain positive customer relations. Her lower preference for managing service delivery in an organised manner is likely to adversely impact customer service through lack of forward planning.

## Service Orientation

*This scale measures the tendency to demonstrate care and concern, as well as interest in customers' needs. It also measures one's generosity to assist customers, convey friendliness and build rapport with customers.*

Scale	%ile	10	20	30	40	50	60	70	80	90	100	
Service Orientation	94.9											

The results indicate that Ms. Sample will respond in a very understanding and friendly manner with customers and colleagues, in comparison to other Australian customer service providers, ensuring

that customers' needs are understood and their expectations exceeded. She is likely to be extremely patient and is very effective in communicating with customers. The result also suggests that she is able to maintain relationships with customers in difficult contexts, such as responding to, or managing customer dissatisfaction.

## Preference for a routine workplace

*This scale measures the tendency to prefer consistency and routine, rather than a variety in work.*



The results suggest that Ms. Sample prefers to work in a novel and changing environment in comparison to other Australian customer service providers. She is expected to experience difficulty following routine customer service tasks and procedures; instead she may invent different procedures and methods of offering customer service. She may also find it difficult to offer a similar level of service to all customers regardless of the context, but will tolerate a certain level of routine in her daily tasks.

## Complaisance


*This scale measures one's need for recognition, rather than their ability to be humble in their work achievements.*



The results suggest that Ms. Sample places less importance on others recognising her achievements in comparison to other Australian customer service providers. Her efforts to provide customer service are almost independent of recognition factors, such as customers' or superiors' praise and acknowledgement. She is unlikely to engage in activities that provide higher personal recognition, when these contradict the attendance to the customer's needs. In circumstances where she must make a choice between tasks involving customer service or tasks that will provide personal recognition, she will not be influenced by the desire to achieve strong recognition.

## Team Player

*This scale measures one's leader seeking behaviour as opposed to the individual being comfortable as a member of a team, group or organisation.*

Scale	%ile	10	20	30	40	50	60	70	80	90	100	
Team Player	84											

The results suggest that Ms. Sample will place strong importance on being a member of the team and company in comparison to other Australian customer service providers. She will be very comfortable working co-operatively as a member of the company and the customer service team. She is expected to identify with the organisation and accept 'the way things are done' in the organisation and in customer service policies. She would be expected to work collaboratively with others and is also expected to represent the organisation very positively.

## **The following interview questions may assist with further clarification of the issues raised above**

### **Conceptual Reasoning**

- Describe a situation where you felt as though you lacked experience and you had to decide between several alternatives. How did you make a decision on one alternative? What were the outcomes from this decision?  
Look for ability to operate in an ambiguous situation.
- Describe a situation where you were asked to perform a new task you felt inexperienced in. How did you approach the task? What were the outcomes?  
Look for ability to operate within a new and unfamiliar environment.

### **Customer Service Profile**

- Could you describe a situation where you provided service in a much tensed environment? What was the tension? How did you manage the service? What was the customer reaction?  
Evaluate ability to work under pressure.
- Give an example of a project or a task where it was important to plan ahead. What strategies did you use? What was the outcome?  
Evaluate organisational, planning and strategic thinking.
- Could you describe a situation where you had a conflict between the company's and your view of what service should have been provided. What was the situation? What did you decide and why? What was the outcome?  
Evaluate importance of personal recognition as posed to satisfying customers' needs.
- Describe a project or a job where you were required to perform a routine task. What was the situation? How did you feel about performing that task?  
Evaluate ability to operate within a work environment which requires undertaking routine tasks.

## General Information for Interpreting Report findings

<b>Objective Information</b>	This report provides objective information on the candidate's abilities.
<b>Educated Decision Making</b>	The candidate's performance is compared with a relevant population group to assist in achieving effective Human Capital decision making.
<b>Interpreting Results</b>	<p>The results are presented in terms of a percentile (%) score for each test administered. A percentile is a score equal to or below which a certain percentage of the members of a selected sample group fall.</p> <p>Percentile scores can be misleading if small differences between individuals' scores are interpreted as implying significant differences in work performance.</p>
<b>Population Norms</b>	Candidate's specific scores can be compared to a relevant Australian adult sample as a reference group or to a relevant sample from ones organisation.
<b>Score Ranges</b>	<p>Psych Press uses a basic score range for ability percentile scores:</p> <ul style="list-style-type: none"><li>91st - 99th percentile – Superior performance</li><li>63rd - 90th percentile – Above Average performance</li><li>37th - 62nd percentile – Average performance</li><li>10th - 36th percentile – Below Average performance</li><li>1st - 9th percentile – Poor performance</li></ul>