

*selector*TM

- CONFIDENTIAL -

ASSESSMENT REPORT ON

Mr. Trevor Example

**Using the psychometric data provided through his completion
of the Selector Professional Assessment questionnaire**

**At the request of The Client, for the purposes of a role in Example
Company**

*The following interpretation notes must be read in conjunction with the
supplied Selector Professional profiles which contain the scales that are
being discussed.*

GRANT AMOS.

Date placed here

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confirmation of the materials contained in the content.**

Interpretation Notes with regards to Trevor Example.

Reasoning Ability Profile

The **Overall Reasoning Potential** indicates that Trevor learns very quickly and without difficulty. He can gather information without effort, grasps concepts and theories with ease, and there may be times when he has gained information without realising exactly how this took place. He quickly understands information that is abstract.

Verbal Ability – Trevor has a clear and strong grasp of English, understanding the importance of spelling and grammar, and will clearly understand what others are trying to communicate to him. He will understand subtleties that others may miss, and is likely to be very interested in words, reading, and communicating well.

Numerical Ability – Trevor has a high understanding of numbers, their meaning and relationships, and it is unlikely that he is fooled or makes mistakes in numbers situations. Before reaching for a calculator it is likely that Trevor has already established an accurate estimation of where the answer should lie.

Logical Ability – Trevor has a very strong logical ability, and can clearly identify goals and the strategic processes needed to achieve them. With such a very high score it is necessary for Trevor to ensure that others are also aware of the plan, as there may be times when he can leave the team behind. He needs to recognise just how skilled he can be at quickly grasping the strategy, and realise that not all other people are as quick.

Spatial Ability – In problem solving situations it is likely that Trevor has little hesitation in providing an answer on the spot, as he has the ability to think quickly, recognise patterns of behaviour in others and what the consequences of actions will be. There may be times where Trevor is very aware of situations that others miss, and he has the ability to develop rapport with others.

Interest in Concepts – Trevor is not a big philosopher on matters, but he does like to pay attention to other ideas and theories pertaining to his field of work. He is interested in what other people consider as being important, how the competition operates, and what people in other situations actually do.

Interest in Problem Solving – There is a very strong interest in how things work, and Trevor is open to smarter, faster or more innovative ways of solving problems. He is a challenger, and something does not have to be “broken” before he will investigate ways of making it operate more efficiently. Trevor is not necessarily the supporter of radical change, but is very keen to actively improve and add to established systems, or to adopt ideas or procedures that have proven credibility. Interview questions may need to probe whether this is an area he pays too much attention to, rather than delegating it to others and concentrating on *leading* the actual implementation of the business systems.

Intellectual Challenge Need – It is important for Trevor to continue learning, and he will be open to any opportunity that requires some intellectual challenge. In his current position he feels less than extended, and seeks a role in which his intellect would be stretched. However, the case may be raised that Trevor is perhaps looking for the sort of intellectual stimulation that is not necessarily part of his role. In a general management position the opportunity to delve into the academic or scientific extensions is not always there.

Interpretation Notes with regards to Trevor Example.

Interpersonal Style Profile

The *Competencies Scales* measure the ‘impact’ that Trevor has upon others. The *Needs Scales* measure the ‘influence’ that others have back on Trevor. An examination of these show that the ‘competencies’ are slightly stronger than the ‘needs’ scales, although only just so, and indicate that Trevor can initiate contact with others, and be pro-active in his interactions. He can get the ‘ball rolling’ and will not necessarily wait for another person to make contact with him. His “needs”, however, indicate that Trevor is not a highly self-contained person, and consequently does need with a role with some interaction and contact with others. As a result, he is likely to be a good responder when people make contact with him.

Competencies Scales

Trevor is very comfortable telling people that they are not performing up to standard or that they have failed to deliver on time (*Confidence*), and he will do so without hesitation. Some people will see Trevor as forceful and assertive, as he is willing to set the standards if it is his responsibility to do so, but there will be times when others consider him to be confrontational and perhaps aggressive.

He does enjoy being involved in meetings, discussions and decision-making (*Presence*), even though he feels that currently he is not always in the discussion or decision-making loop on matters. Trevor does draw the line as to what he becomes involved in, since he does not need involvement in matters he has decided are outside of his responsibilities, but he will be happily involved with any discussion that holds a strong job related focus.

Trevor would prefer to be a team member, perhaps surrounded by peers and colleagues who are equally as skilled or as competent as he is, but he also enjoys the independence and autonomy (*Leadership*) that enables him to direct others. This will likely result in Trevor “managing” his team, rather than “leading them”, and consequently he may miss out on the opportunity to work within his team and develop them fully. He is not a person that naturally debates issues, nor does he readily provide examples or persuade people to take his ideas on board. Trevor may tend to state his case rather than seek the views of his team (*Influence*), and may not always easily sell his team on changes or new ideas. These may be imparted clearly, but nonetheless, there may not always be good two-way communication.

On some occasions, disagreeing with Trevor can become a big issue, while on other occasions he is flexible and reasonably tolerant (*Flexibility*). Trevor has clear views and principles on some things and will occasionally clearly state what he believes is right (or wrong) in the way people are dealt with, or the way that things should be. He can be accommodating of others and their opinions at times, but he can also draw the line and remain inflexible about issues which he has a strong stance on.

Needs Scales

Trevor has a need for a role where there is a good level of contact with others (*Interaction*). He does not need constant contact, but enjoys opportunities when people seek advice, services or information. He is relatively self-contained (*Support*), but reports actively seeking clarification and information on what is currently underway in the business. Trevor is more comfortable when he understands the consequences of business alterations and developments.

Recognitions are of average importance to Trevor, and he reports receiving enough acknowledgments and reinforcement from others to feel that he is respected in his role.

Interpretation Notes with regards to Trevor Example.

Trevor does not require a lot of support from others in the team (*Co-operation*). His preference is to be self-sufficient, perhaps working closely with a small group of equally focused individuals. However, at present he has a much larger team, and Trevor finds that he is often tied up with team management issues. It is important for Trevor to realise that, while he may like to get on with things himself; the team aspects, including discussion and involvement, meetings and all that these entail, will require his active direction.

The *Values* scales measure the respect and regard that Trevor has toward others.

We can see that Trevor believes it is necessary to reasonably open and involve others, without being naïve about it (*Trust*). Trevor will likely be discrete and careful, but his first approach will be to give others the benefit of the doubt. His natural tendency is to focus on the tasks, what has to be achieved, and perhaps the reason for the meeting (*Thoughtfulness*). He may be seen by some as a person who is goal focused and direct about what needs to be achieved, but there will be others who perhaps see Trevor as lacking in patience or empathy. He is trying to be more considerate and empathic of others, but must be careful that he is not seen as tough and unbending in his approach.

Trevor is a moderate 'sticky-beak' (*Intervention*) who will search below the surface level of situations, and is willing to check out exactly what is going on when he feels it is necessary. Trevor can get involved without being invited, and, if need be, he will offer advice to others without it being requested.

At the end of the day we are likely to find Trevor involved in activities that are important to him, and perhaps centre around his family or interests (*Companionship*). He is comfortable about meeting strangers, being involved in crowds, such as at conferences or shows, and does not feel pressure when placed in novel settings. At the same time, however, he is also comfortable in his own company or private setting.. Consequently, there may be times when Trevor places more importance on time out than social interaction, and he may not always have the need to socialise in a less formal environment.

Interpretation Notes with regards to Trevor Example.

Work Style Profile

Trevor prefers to focus on one task at a time, finish it and move on to the next task in line, although he is currently in a role where multi-tasking is required (*Action*). Trevor is likely to be capable of dealing with the pressure of a deadline, especially when he can focus on the task, and allocate the right amount of time to the issue. At present, however, he must focus on several things, alter task priorities, and keep his attention on several aspects, all at the same time. While Trevor is certainly capable of doing this, his natural tendency at times is to focus on a singular issue or task. This could mean that his team is not always as quick to deliver as they could be, or that there are unnecessary delays in work completion.

There may be an overall plan in place with Trevor (*Dedication*), but this is usually a “general” approach rather than a highly finite schedule. He will always have a broad understanding of the goals and the schedule, and he is better at developing these. Trevor is still reasonably comfortable when he has to alter his schedule and plan, and is usually accepting of interruptions and the necessity of changing direction. He may not like it, but he accepts that it is part of his work.

Money and promotion are of typical importance to Trevor, although he acknowledges that he has been well rewarded in terms of income and promotion (*Rewards*). Of greater importance in any role for Trevor is the ability to assume *Ownership* of his tasks. Trevor can clearly say “mine” when it comes to a role or task, and will often be seen as conscientious by others. There is no doubt that Trevor is career focused, and his achievements are important to him, but as a manager he must also reflect on his ability to delegate to others, and how he shares and involves his team. Does he manage or lead them in this regard?

In terms of what you will see in Trevor’s work activities, the following three scales detail this. He is a believer in systems, and a methodological approach to things, but is also someone who can comfortably operate in a spontaneous way (*Orderliness*). Trevor is likely to see a system as necessary “framework”, and he will agree on the need for organisation and a systematic approach. However, it is also likely that Trevor can use the system to achieve his goals. Trevor is organised in order to complete his tasks, but will not allow the system to dictate how he functions.

On the other hand, Trevor is very attentive to detail, and will often operate in a deliberate and correct manner (*Correctness*). As he is quite security conscious, Trevor is someone who does not like risk (*Security*). Hence, Trevor will be careful about his approach to some issues or people, and if need be, he will check and ensure that facts, figures and their implications do not contain error. He will double check things, and will also check up on staff and their work, to ensure accuracy and on-task activities.

Importantly, Trevor has the drive and energy to put his work approach into action (*Effort*). Without the effort available the above comments would all be just ‘talk’. It is obvious that success in his achievements is of great value to Trevor. He is energised and it is likely that he wishes to achieve, for the satisfaction that it brings to him. As a result, Trevor can be both a hard and a smart worker at times, in order to achieve what he has set out to do. There are, however, indications that he may not have “led” a team as successfully in this, as the focus could be just a little too singularly aimed at Trevor’s targets.

Interpretation Notes with regards to Trevor Example.

Reactions to Stress Profile

The *Coping Under Pressure* scales indicate that Trevor is reasonably aware of when he is under stress or has problems or issues that require his attention. It is unlikely that situations suddenly become issues with him, as he can generally detect a crisis at an early stage. Primarily, his warnings come in the form of psychological indicators.

When it comes to *Stress Coping Strategies* we can see that Trevor tries not to take it personally when a situation goes wrong (*Self-acceptance*), so he detaches himself from the problem and focuses on the facts. Trevor quickly sorts out what the facts are and then involves both official people, such as a boss or colleague (*Trust*), as well as “unofficial” others (wife, friend, family), as we can see by his *Friendships* score. Trevor is obviously confident in his relationships with his network of people, and seeks out advice from them very early in the process. He is obviously not suspicious as to why others would offer to assist him (*Altruism*), and staff or colleagues who make such an offer will most likely find themselves with a task to complete.

However, Trevor has a great deal of difficulty in discussing his feelings and emotions, particularly around something that has gone wrong, and he is someone who bottles his feelings up (*Openness*). This is sometimes to Trevor’s detriment, as there will be times when others wonder if the crisis is of any importance to him, since he seems to just shrug it off. His work superiors will sometimes wonder what he is thinking about, since he never lets them in on what he is feeling. One consequence will be increased emotional sensitivity, and Trevor has to be aware of the danger of bottling up his emotions, since in times of extreme pressure he may react badly.

Trevor slows down quite a bit when in a crisis (*Steadiness*), which is to be expected when one refers back to his Correctness score (in Work styles). He will be paying a lot of attention to detail, and, as he is currently risk averse, how to manage issues so that they have the least impact. He likes things to be transparent (*Awareness*) and does not respect those that play a lot of politics with people or that have hidden agendas in matters. Trevor likes situations to be dealt with in black and white, and likely prefers people who respond to him in the same manner. He is not one to procrastinate (*Perseverance*), tackling issues very quickly, and occasionally a little too early, before all the facts are in.

Trevor sometimes takes criticism on the chin (*Feedback*), although he may not communicate just how sensitive he is to receiving critique. Often he is hurt when his actions (or failings) are examined, even though the Openness score indicates that he rarely lets others know this. Even so, Trevor does not seem to be one to place the blame onto others (*Restraint*), and takes ownership of issues.

Trevor is not a big ‘controller’ (*Self-control*). His score also indicates that he is comfortable being “dropped in the deep end” where he is required to do a certain amount of “winging it” and responding on the “balls of his feet”. He will always prefer a brief on what to expect, but if it is a situation he has experienced before, he does not require a lot of practice before responding to the issues. He is comfortable reacting in a spontaneous manner. He does not want to be seen in a poor light, and there will be some feedback to others if they have provided insufficient information on the situation at hand.

Interpretation Notes with regards to Trevor Example.

Vocational Interest Profile

The ideal working environment for Trevor is one that has a great deal of emphasis on information and data (*Working with Information*). He is comfortable about working with numbers, graphs, spreadsheets, trends, etc, and as we can see, he scored highly on all 3 aspects of this area of interest—collecting data, analysing data, and reading about it.

Working with people is his second highest focus (*Working with People*). This indicates that Trevor requires a role where his work has strong, direct consequences for people. It is important to Trevor that people benefit directly from what he does, and that he can be actively involved in supporting, coaching or counselling others, or teaching them in a formal environment.

Underlying these two factors is the need for Trevor to have some freedom to do things his way, some freedom to change or challenge things, and the opportunity to make his “mark” on what he does (*Working Creatively*). With his “information” score we could have surmised that Trevor is comfortable collecting, analysing and writing about data, but we can see from his low score that he is not one to create through written formats. He is more likely to demonstrate his need for this in the form of expression through design.

The ***Preference for Influence*** scale indicates that Trevor is highly attracted to status when considering a role. He does not look for job satisfaction in a position, but focuses on his need to be respected for working in a highly recognised organisation. His title is absolutely critical to him, as are any symbols of success, such as the size of his office, car, etc. Others’ opinions of what Trevor does and whom he works for are important to him, and he is in danger of trying to please those above him, to the detriment of his subordinates. He will on occasion say “yes” to the CEO or Board, then “whip the staff” to meet his promises.

His ***Level of Positiveness*** score indicates that Trevor is a “clarifier” when it comes to problem solving. He is very open to solutions and change, and when presented with a problem he will ask questions and offer suggestions or solutions. He believes that there is usually a solution to any problem, and he will work his way through the alternatives and permutations until he reaches a satisfactory answer for himself or others. His focus is on solving the problem and moving forward.

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Date placed here.