

Confidential assessment report on Mr Trevor Example

Using the psychometric data provided through his completion of the Selector Professional Assessment questionnaire (V3.1.1), 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 assessment profiles, which contain the scales that are being discussed.

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Interpretation Notes With Regards 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 an obvious 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 the goals and the necessary strategic necessities in the plan to achieve these. 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 all other people are not as quick.

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

Interest in Concepts – Trevor is not a big philosopher on matters, but he does like to pay attention to other ideas and theories involved in his field of work. He is interested in what other people consider as being important, how the competition operates, and what other people in other situations actually do. He is a “heads up” person in preference, and as his frequency score indicates, he is usually actively involved in such interest or focus.

Interest in Problem Solving – There is a very strong interest in how things work, and Trevor is open to smarter, faster or innovative means and ways of solving problems or situations. He is a challenger, and something does not have to be “broken” before he investigates ways of making it operate more efficiently. Trevor is not necessarily the supporter of radical change, but is very keen to actively improve, add to established systems, or adopt proven ideas or procedures that have credibility. A question may need to be raised to see whether this is an area he may pay too great attention to, rather than delegating it to others, and leading the implementation.

Intellectual Challenge Need – It is important for Trevor to continue with learning, and he will be open to any opportunity that requires some intellectual challenge. His current position is that he feels less than extended, and seeks development where 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 available.

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 situations with interaction and contact. As a result, he is likely to be a good responder when people make contact with him.

Competencies Scales

Trevor is very comfortable in telling people that they are not up to standard or that they have failed to deliver on time (**Confidence**), and he will do so without hesitation. Some people will be see Trevor as forceful and assertive, 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, discussion 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 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", missing out on the opportunity to work with his team and develop them fully. He is not a person who naturally debates issues, nor does he readily provide examples or persuade his team. Trevor may tend to state the situation more often than seek the views of his team (**Influence**), and may not always easily sell his team on changes or new ideas. These may be stated clearly, but nonetheless, there may not always be good two-way communication.

Should you disagree with Trevor there will be times that this can become a big issue with him, while on other occasions he is flexible and reasonably tolerant (**Flexibility**). Trevor has some clear views and principles 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, and fitting in with their view, but he can also draw the line on issues and remain inflexible.

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 underway at the moment. 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 satisfactory acknowledgments and reinforcements from others, to feel that he is respected in his role.

Trevor does not require a lot of **Co-operation** from others in the team. His preference is to be personally self-sufficient, perhaps working closely with a small group of equally focused individuals. However, he has a much larger team than this, and Trevor now finds that he is tied up in 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.

Values Scales

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 involving others, without being naïve about it (**Trust**). Trevor will likely be discrete and careful, but his first approach will be to give others any 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**). This may be seen by many as a person who is goal focused and direct about what needs to be achieved, but there will also be others who see Trevor as perhaps 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**) and will search below the surface level of situations, being willing to check out exactly what is occurring 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**). This is not to suggest that Trevor is not capable of forming good social interaction. 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, and will easily return there. Consequently, there may be times when Trevor places these aspects as more important than social interaction, and he may not always see the need that others have to mix and discuss matters in a less formal environment.

Work Style Profile

Trevor prefers to focus on one task at a time, finish it and move on to the task that is next in line, although he now finds himself in a role where multi-tasking is required, with all that demands (**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. Now, however, he must focus on several things at the same time, alter priority to tasks, and keep his attention on several varying aspects, all at the same time. While Trevor is certainly capable of doing this, his natural tendency at times is to focus on the singular issue or task. This could mean that his work area is not always as quick to deliver as they could be, or there are delays that need not occur.

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 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 it is often part of his work environment.

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 how skilled is his ability to delegate to others, and how exactly does he share and involve his team. Does he manage them 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 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**) and, as he is quite security conscious right now, Trevor is someone who does not like risk (**Security**). Hence, Trevor will be careful about his approach to some issues or people, and if there is a need, he will check and ensure facts, figures and their implication do not contain error. He will double check things at the moment, and will also check up on staff and their workings, to ensure accuracy and on-task activities.

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

Reactions to Stress Profile

The **Coping Under Pressure** scales indicate that Trevor is reasonably aware of when he is under stress, has problems or issues that require his attention, and that he needs to sort these matters out. It is unlikely that situations suddenly become issues with him, as he can likely detect crisis situations at an early stage. In the main, his warnings come in the form of psychological indicators.

When it comes to **Stress Coping Strategies** we can see that Trevor tries to de-personalise situations and tries not to take it personally (**Self-acceptance**), so he detaches himself from the problem situation and focuses on the facts. Trevor quickly sorts out what the facts are and quickly involves both official people, such as a boss or colleague (**Trust**), as well as “unofficial” others (wife, friend, family), as we can see with 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 away (**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 an increase in his sensitivity to reactions, as seen in the first scores, and Trevor has to be aware of the danger of bottling emotions away, since in times of extreme pressure he may react badly.

Trevor slows down quite a bit when in a crisis (**Steadiness**), to be expected when one compares his Correctness score (in his Work styles). He will be paying a lot of attention to the detail, and, as he is currently risk averse, how to make sure the issues have the least impact. He certainly likes things to be transparent (**Awareness**) and is not one to respect those that play a lot of politics with people or those 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, on occasion a little too early, when all the facts may not be in yet.

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 the ownership of the issues upon himself.

Trevor is not a big ‘controller’ (**Self-control**). He may refrain from discussing how he feels on matters, but he often displays exactly how he is feeling in response to a situation – what you see is most often what you get. This also indicates that Trevor 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 this 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, on the matter of him being incorrectly briefed, but during the situation Trevor can enjoy the mental challenge.

Vocational Interest Profile

The ideal working environment for Trevor is one that has a great deal of emphasis to be placed on information and data (**Information**). He is comfortable about working with numbers, graphs, spreadsheets, trends, etc, and as we can see, all three aspects of this interest are covered – he is very interested in collecting data, analysing data, and reading about it.

Working with **People** is the second highest focus. This indicates that Trevor requires a role where there is some strong direct people consequence – it is important to Trevor that people benefit directly by what he does, and he can be actively involved on supporting people directly, coaching or counselling others, or teaching 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 (**Creatively**). With “information” 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. He is not a radical in his approach, more a conservative who is looking for a niche.

The **Preference for Influence** scale indicates that Trevor is totally attracted to status only when considering a role. He does not look for the satisfaction aspects of a position, but focuses on his need to be respected through working for a highly recognised organisation. His title is absolutely critical to him, as are any symbols of him being successful, such as the size of office, car, etc. Others’ opinions of what Trevor does and who he works for are important to him, and he is in danger of often 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 a combination of questions and offer suggestions or solutions, all in a mixed order and at the same time. 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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