



## **Selector Retail Assessment**

### **Mr Steven RETAIL**

Email: s.retail@selectorgroup.com

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Visit <https://www.selectorgroup.com/product/selector-retail/> for more information on Selector Retail.f

## Report contents

### 1. Ability assessment

This section presents the Overall Reasoning aptitude scale and the component Verbal, Numerical and Logical reasoning sub-scales.

### 2. Personal styles

This section contains a graphical presentation and interpretation of the seven Personal Styles scales.

### 3. Work preferences

This section contains a graphical presentation and interpretation of the six Work Preferences scales.

### 4. Job ideals

This section presents the importance of specific job characteristics and then recasts them in terms of importance when compared to others who have completed the assessment.

### 5. Ability scale summary

To enable reports to be more easily compared, this section re-displays the Ability Assessment scales.

### 6. Behavioural scale summary

To enable reports to be more easily compared, this section recasts all of the Personal Styles and Work Preferences scales in a fixed order.

## Appendix A: Understanding the report

This section explains how scores are determined, what you should keep in mind when reading the report, the accuracy of the report and how the assessment was constructed.

## Understanding the graphs

The graphs in this report show Steven's score when compared with the general population.

### Percentile scores

The scores are presented as percentile scores. A percentile score is a score below which a certain percentage of observations fall. So, for example, the 20th percentile is the value (or score) below which 20 percent of the observations may be found. In other words, if Steven scores at the 20th percentile that means he scored higher than 20 percent of the population or, alternatively, 80 percent of the population scored higher than he did.

### Example graph

Short description of behaviour for  
low scores



Short description of behaviour for  
high scores

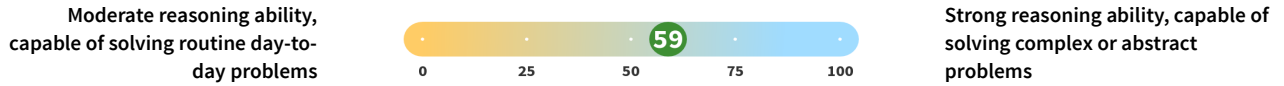
In this example, Steven's score (55) is at the 55th percentile against the general population. This means his score is higher than 55% of the population or, in other words, slightly higher than average. Another way of looking at this is 45% of people have a higher score than Steven.

### Important note

It is very important to remember the scores are **not** scores out of a hundred but an indication of how Steven ranks against the particular population to which he is being compared. It is also essential to understand that a higher score is not necessarily a *better* score and a lower score is not necessarily a *worse* score - it all depends on the particular trait as to how you interpret Steven's scores.

# 1. Ability assessment

## 1.1 Overall reasoning aptitude



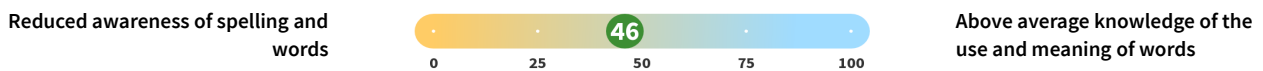
Steven has the ability to cope with complex or difficult problems and he is able to learn and recall information quickly. He will quickly grasp 'on the job' training, working alongside experienced staff, but will gain considerably more in workshop or classroom environments, where the opportunity to discuss things exists, but greater and more complicated topics are involved. Steven will gain information when questions can be answered although he may ask a lot fewer of these to understand the topic, as he may have grasped the information the first time around. A manager need not be concerned if he provides less feedback than others in a training session, although it is important to avoid constant repetition of the obvious, as Steven could consider this as condescending.

In terms of potential for further learning, Steven has the aptitude to handle tertiary level study of a conceptual or theoretical nature, and possibly with some ease. He does need to understand the practical aspects to a role as well, and be willing to operate at a more operational level, if that is part of the job's requirement. Some care may need to be taken when interpreting Steven's reasoning score as there is a strong possibility that his result could have been adversely affected by his concerns about having to doing the assessment. Having others see his strengths and weaknesses may not be something that Steven is always comfortable about.

## 1.2 Component reasoning abilities

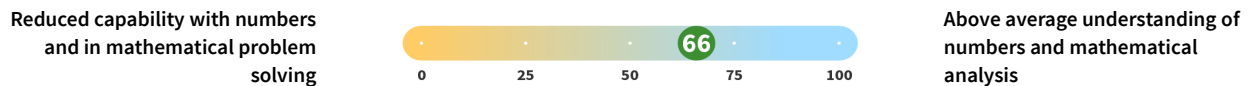
Steven's strongest abilities are for numerical and logical reasoning, with a slightly lesser ability for verbal reasoning.

### Verbal reasoning



Steven is likely to be able to handle tasks that require a good level of competency with written work and word usage and can be expected to have a good feel for grammar and sentence construction. At the same time you will find that Steven is comfortable in communicating verbally with another person, as he finds that subtle messages are more often understood when speaking personally.

### Numerical reasoning



Working with numbers or numerical analysis is an area in which Steven is likely to feel comfortable. Having a good ability in this area, Steven should be capable of handling typical work-related numerical problems, and will likely have a good idea of the answer to pricing, etc. even before he has used the till or calculator to add up the items of a sale.

### Logical reasoning

Reduced skill in solving problems  
requiring logic



Above average ability to solve  
problems involving logic

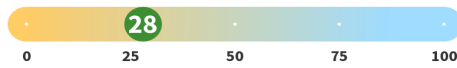
Steven has a good ability at working strategically or having to plan out some work, and can solve problems with unclear solutions or those situations that call for the application of in-depth analysis. He will work best in a role where some other person is responsible for the overall strategy, but there is the opportunity for staff to also play a role. Steven sometimes can see what the 'big picture' is while being able to understand what needs to be undertaken to gain the goals.

## 2. Personal styles

### Competitiveness

This scale measures the need to compete or co-operate with others, how to meet goals and if a person measures themselves against others as an indicator of success.

Co-operative, dislikes conflict, soft approach to closing the sale, flexible, willing to compromise



Competitive, enjoys the excitement of being top sales person, determined, single-minded on sales targets

Steven is not enthusiastic about being competitive and prefers to cooperate with others in the team rather than compete against them. He is more likely to be focused on contributing to the team sales goals rather than his individual sales targets. When Steven does compete it is most likely to be against himself or be friendly competition if others are involved and he will be more motivated by team-based budgets. Steven is unlikely to be particularly motivated by individual commission or bonus systems preferring instead that management pay attention to his level of customer service.

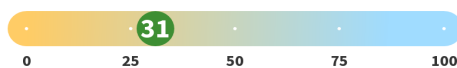
Generally, he dislikes the idea of individual winners and losers and because he is less concerned about needing to win, he is likely to be more focused on getting the fit right between the customer's desires and the company's products or services. (Check his **Teamwork** score). Steven will only up-sell or add-on sell if it is to the customer's benefit. When handling customer requests for refunds or returns Steven will treat the situation with fairness for all concerned, and he will rarely generate customer complaints about being over-sold goods or services. (Check **Tolerance** to see whether the task or people are more important).

Steven will require a manager who is alert to the team performance and is someone who motivates him to assist in the achievement of the team's sales targets. It may be necessary to encourage Steven to express his point of view if this should be different to the team's opinion.

### Extroversion

This scale measures the extent to which a person draws energy from interacting with others. Extroverts tend to be outgoing, enjoy meeting and talking to people and are comfortable in social situations. They enjoy activity and variety in a job. Reserved people are quieter and reflective, and prefer more focused interactions

Reserved, quiet, prefers smaller social occasions, reflective, avoid small talk, closed

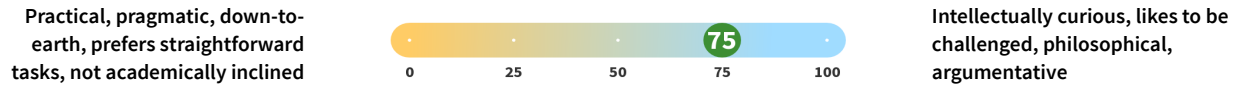


Outgoing, extrovert, comfortable with large groups, seeks excitement, chatty, friendly, open

Steven is somewhat reserved and prefers not to draw attention to himself unnecessarily. While not necessarily shy or unassertive, he is comfortable with his own company and may take his time in approaching the customer when they first enter the store. Steven prefers to take life quietly and may position himself at the rear of the store or behind the counter rather than actively approaching customers at the front of the store. In keeping with his reserved nature, Steven does not have a high need for variety and change and can be expected to be good at tasks that call for quiet persistence, such as a specialist product requiring detailed knowledge or industry skill.

### Openness to ideas

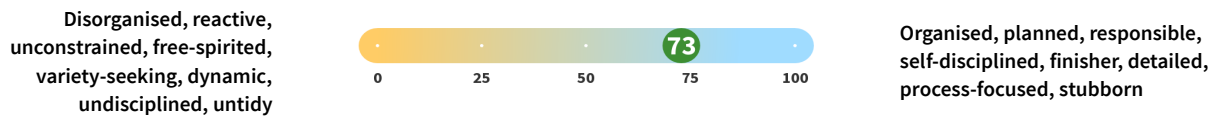
This scale measures the interest in new ideas, approaches and experiences. High scoring people tend to be more curious, with an interest in concepts and theories and are more willing to debate ideas and opinions. Practical and pragmatic people tend to score lower, having a more straightforward approach to work.



Steven is likely to be open to new and different ideas, which he will evaluate on their merits before accepting or rejecting. He is likely to have confidence in his own ideas or opinions and in team meetings there is a possibility that Steven will be verbally dominant, possibly even to the point of talking over less assertive members of the group. Steven’s confidence in his opinions is also likely to mark him as a natural leader; as someone who sees it as his role to generate initiatives and ideas for others to follow. He will often advocate improvements to merchandising, store layout, window displays or in-store process. His high level of curiosity and thirst for knowledge means he feels a constant challenge to acquire new information or master new skills. Given the level of Steven’s score, he may need to take care to ensure that he maintains a realistic perspective and does not become overly abstract, impractical or end up arguing for the sake of arguing.

### Orderliness

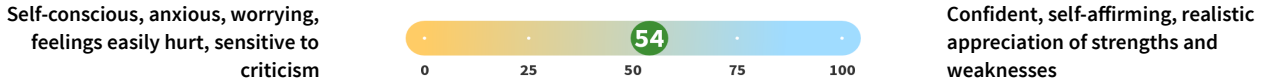
This scale measures the focus on order and structure. People with high scores regard reliability, responsibility, conscientiousness and constraint as being very important. If a person considers that spontaneity, quick reactions and a busy work place with lots of variety is important, they will tend to score lower.



Once Steven has started a task he can find it hard to relax until it is finished to his satisfaction and he can become quite focused in pursuing this end and may not welcome distractions such as being interrupted by customers or having to serve several customers at once. (Check **Competitiveness** - a high score indicates that the focus on making the sale will override this). He likes things to be organised and will generally try to keep his workspace organised and tidy, and usually accepts that customers will handle the stock on display. Steven likes to plan ahead and not leave things to the last minute and will prefer working to a regular roster. He is likely to take personal ownership of his work and take personal pride in completing it to the best of his ability. In pressure situations, Steven may cope by focusing intently on the problem and in so doing becoming less receptive to other ideas or solutions. It can also be expected that Steven may be irritated by people he considers are disorganised and irresponsible.

### Self-confidence

This scale measures the extent to which a person's sense of value or worth is based on their own views or on the opinion of others. Those who rely on their own judgement tend to be less anxious and more at ease than those who refer to other people for their sense of self-worth.



Steven has a positive level of self-confidence or self-esteem and can be expected to cope satisfactorily with normal day-to-day pressures and stresses. In a store setting, where customers are evaluating the environment and products or services, Steven may feel a degree of anxiety or self-consciousness as he attempts to gauge his personal success through the reactions of others. At one level this is likely to spur him on to do well but it may also result in Steven being more sensitive to criticism than is outwardly apparent. Steven has the emotional resources to cope with stressful situations, such as customer complaints or peak trading periods (Xmas or Sales), but will benefit from having the support of others when he was in genuinely difficult situations.

Steven may use his initiative when dealing with customer issues or sales opportunities, but he is mindful of how others may see him and his manager may need to encourage independent action or initiative when this is part of the store activities. A good manager may need to check that Steven possesses the appropriate skills because he may not always display a skills deficit.

### Teamwork

This scale measures the need to work together towards common goals, such as store targets, or to focus on individual goals, such as commissions. People with low scores like to operate independently, make their own decisions, and set their own directions. High scores indicate someone with a more collective approach, an active listener who is supportive of team members.



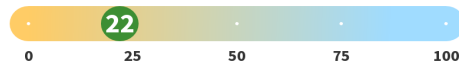
Steven is comfortable working both on his own and as part of a team. It is likely that he will choose the working arrangement that most efficiently achieves the desired goal. Steven will be independent when it is required but also willing to listen to and support other team members when he sees the need. Steven is likely to show a balance between sharing ideas and thoughts versus keeping them to himself until he has had a chance to work them through fully.



## Tolerance

This scale measures whether the emphasis is placed on having tasks completed or if the people in their relationships should have a greater emphasis. People with high scores generally accept others as they are and try to maintain an even, patient manner in difficult or tense situations and avoid becoming angry or upset. Low scores indicate that the tasks have a greater importance to the person, they are more focused on what needs to happen, and they may be intolerant of interruptions at times.

Direct, blunt, task-focused, action oriented, tense, easily annoyed, intolerant



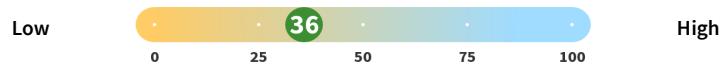
Patient, tolerant, people-focused, slow to anger, easy-going, avoids upsetting others, avoids conflict

Steven leans more toward being task-focused rather than people-focused in the sense of wanting to be able to get on with a job without having to worry too much about how people feel about things. He can address interpersonal issues in a direct, head-on manner even if this means upsetting or offending people, and will need to be wary of quite tense situations, such as complaints or demanding customers who require an excessive amount of detail or information. Steven likes to keep himself busy and can be expected to push to see that things get done. Coupled with this drive can be an undercurrent of tension that becomes evident in the ease with which he can become irritated or annoyed. This may occur more frequently if he is highly competitive and has to win. (Check **Competitive** score.) Steven has limited time for those he feels are not pulling their weight and is reluctant to let insults or personal slights pass without comment. (Check the **Self-confidence** score to evaluate the importance of initiative and any hesitancy in expressing his opinions. A low score will indicate that he would like to be direct or make blunt comments, but is holding back because of how this would appear to others.)

### 3. Work preferences

#### Autonomy

The importance of having supervision and the ability to directly influence the nature of the work.



For Steven having the opportunity to self-manage and do the job his own way is reasonably important. He appreciates a role where he can have reasonable input into decisions that affect his immediate job, such as systems and processes, and then be left alone to get on and do the job.

Steven will enjoy a role in multi-site environments with established processes and systems, and will appreciate opportunities to operate with some freedom, and will make decisions on things he is familiar with in the job.

#### Complexity

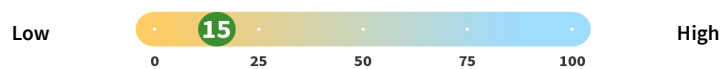
The importance of doing work that is either challenging and complex, or routine and straightforward.



Steven places moderate importance on work of a complex and mentally challenging nature, and may enjoy some consultative input into the selling process. He enjoys a role where new product knowledge learning needs to occur on occasion, and where the focus is on either solutions or products.

#### Interaction

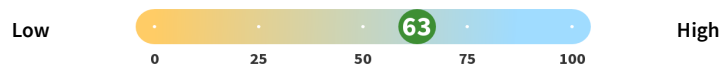
The importance of how much interaction occurs with others in the work environment.



Steven places some importance on working with others and will prefer fewer but more in-depth interactions with customers, such as a specialty store or a more consultative technical environment. High frequency transactional situations hold less appeal to Steven, although he may have an interest in the novel enquiry from a customer, and will prefer a quieter store environment.

#### Physical

The importance of the working environment, either outside or inside, and the level of physical work or exploratory activities involved in the role.



Steven has a moderate preference for work that physically involves him in the products, such as trialling or demonstrating the product functions. He might prefer a role that requires working outdoors, although being inside all day may be equally attractive.

### Predictability

The importance of stability, supportiveness and organisation in the workplace, and the value of security to the person.



For Steven, having a clear job structure is extremely important. He has a very strong need to know exactly what is expected of him and have clearly communicated directions. Steven feels a much greater affinity for tasks that have well-defined procedures and rules as opposed to those that are disorganised or ambiguous. Steven will like to know about work patterns and rosters well in advance.

### Pressure

The importance of effort and commitment to a person, and how regularly the work will stretch and challenge them.



Steven places moderate importance on having a job that places him under pressure. This result suggests that, in common with most people, Steven likes a bit of pressure to break the monotony and is happy to work extra hours but not as a matter of course. The keyword in Steven's case is likely to be balance with work not being allowed to dominate other aspects of his life in an unhealthy manner, although he is likely to enjoy the busy times in a store, such as sale time or seasonal peaks.

## 4. Job ideals

### 4.1 Job ideals by importance

This section presents the importance of different job characteristics to Steven.

Steven finds it **absolutely essential** that a job:

- has safe working conditions
- lets him develop his skills and abilities
- lets him sell products or services
- has a clear job description
- offers a good career path
- offers regular hours of work
- gives him lots of responsibility
- is in a workplace that is organised and efficient
- offers secure employment
- offers lots of variety
- requires high accuracy and attention to detail
- provides regular feedback on his performance
- involves complex problem solving
- keeps him physically fit
- gives proper training on how to do the job

Steven finds it **highly desirable** that a job:

- keeps him constantly on the go
- lets him be creative
- forces him to really use his brain
- calls on him to use leadership skills
- lets him work with his hands
- has tight deadlines to meet
- offers good retirement and health benefits
- lets him develop his own ideas and methods
- offers opportunities for further education and training
- gives him specific targets to achieve
- involves investigation and analysis
- calls on him to motivate others
- has well-defined procedures and rules to follow
- has supportive co-workers
- lets him participate in decisions that affect his work
- values innovation
- has supervisors who are there when he needs help
- offers good pay

- has a high workload
- lets him manage or supervise others
- involves frequent contact with other people
- has managers who give him clear directions

**Moderately desirable** that a job:

- gives him freedom to do the job his way
- requires a good deal of patience
- involves working as part of a team
- really gets the adrenalin going
- is a friendly place to work
- lets him work without close supervision
- lets him help others
- allows him to take risks
- gives him the opportunity to earn top dollars
- involves a lot of learning and study
- lets him set the direction for others to follow
- lets him get out and about
- has regular staff meetings
- lets him be his own boss
- allows him to get paid on results

**Slightly desirable** that a job:

- offers quick promotion
- allows him to work on one task at a time
- involves working with equipment or machines
- involves working long hours
- involves high levels of stress

Steven is **not fussed either way** whether a job:

- lets him work with animals or plants
- lets him work outdoors
- involves working with numbers
- lets him compete against others
- lets him physically build or fix things
- involves public speaking

He considers it **undesirable** that a job:

- lets him work in a workshop or factory

## 4.2 Job ideals in comparison to others

This section recasts the job characteristics from the previous section in terms of their importance to Steven compared to the rest of the population.

Compared to others, Steven is **more likely** to place importance on a role that:

- has safe working conditions
- lets him develop his skills and abilities
- lets him sell products or services
- lets him work with his hands
- has a clear job description
- offers a good career path
- has tight deadlines to meet
- has well-defined procedures and rules to follow
- offers regular hours of work
- gives him lots of responsibility
- is in a workplace that is organised and efficient
- has a high workload
- offers secure employment
- offers lots of variety
- requires high accuracy and attention to detail
- provides regular feedback on his performance
- involves complex problem solving
- lets him manage or supervise others
- keeps him physically fit
- gives proper training on how to do the job

Compared to others, he is **equally likely** to place importance on a role that:

- gives him freedom to do the job his way
- keeps him constantly on the go
- lets him be creative
- requires a good deal of patience
- forces him to really use his brain
- calls on him to use leadership skills
- lets him work with animals or plants
- really gets the adrenalin going
- offers good retirement and health benefits
- lets him develop his own ideas and methods
- allows him to work on one task at a time
- offers opportunities for further education and training
- gives him specific targets to achieve
- involves investigation and analysis

- calls on him to motivate others
- involves working with equipment or machines
- allows him to take risks
- has supportive co-workers
- lets him participate in decisions that affect his work
- involves working long hours
- values innovation
- involves a lot of learning and study
- lets him set the direction for others to follow
- lets him get out and about
- has regular staff meetings
- lets him physically build or fix things
- has supervisors who are there when he needs help
- offers good pay
- lets him be his own boss
- allows him to get paid on results
- involves frequent contact with other people
- lets him work in a workshop or factory
- has managers who give him clear directions
- involves high levels of stress

Compared to others, Steven is **less likely** to place importance on a role that:

- offers quick promotion
- involves working as part of a team
- is a friendly place to work
- lets him work without close supervision
- lets him work outdoors
- lets him help others
- gives him the opportunity to earn top dollars
- involves working with numbers
- lets him compete against others
- involves public speaking

## 5. Ability scale summary for Steven Retail

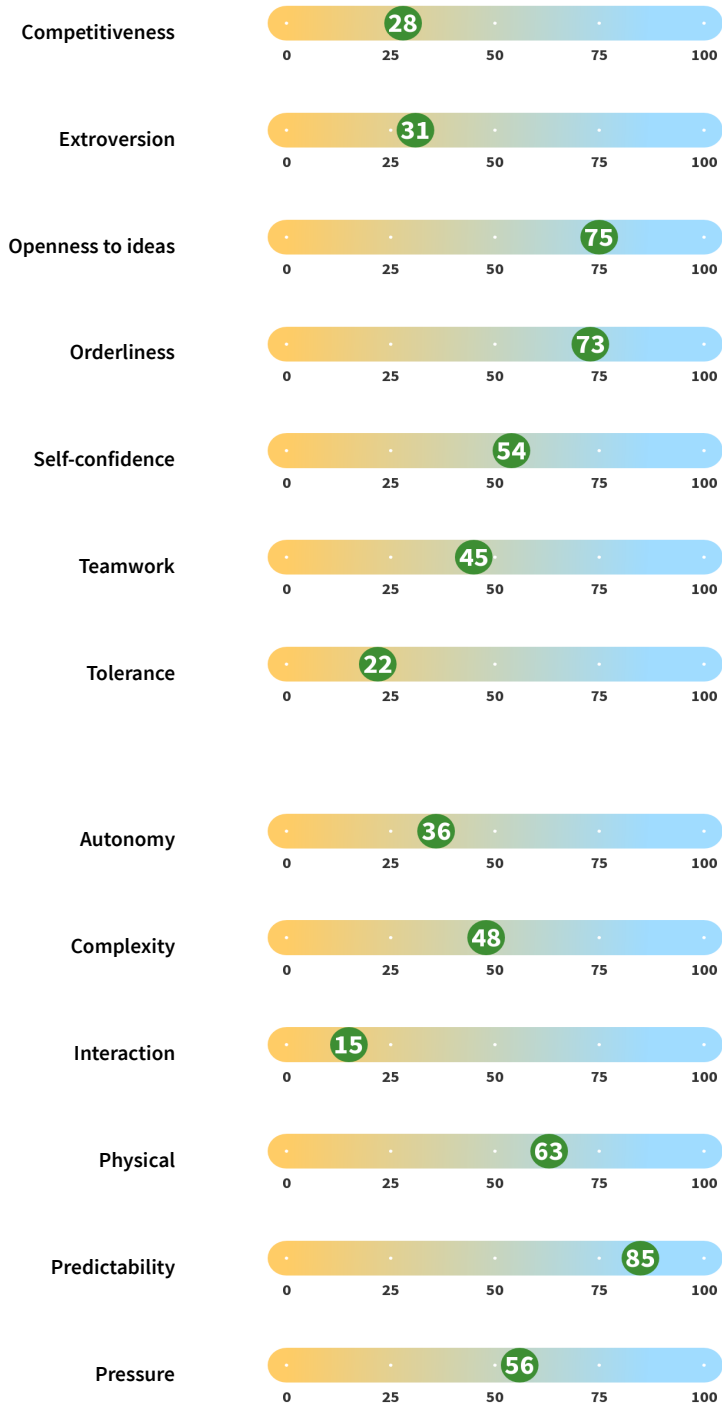
This section re-displays the Ability Assessment scales for ease of comparison between candidates.





## 6. Behavioural scale summary for Steven Retail

This section recasts the Personal Styles and Work Preferences scales for ease of comparison between candidates.



## Appendix A: Understanding the report

### How are the scores determined?

The score for each scale is shown in relation to the entire sample who answered the questions contributing to the scale. By example, a score of 65 for a particular scale indicates the person scored higher than 65% of the sample for that scale.

### What should I consider when reading the report?

**Take variability into account.** All forms of psychological assessment are prone to variability depending on factors such as how people are feeling on the day, the purpose of the assessment, understanding the questions, and so on. This variability applies to all types of human measurement. Blood pressure measurements vary from day-to-day and even hour-to-hour. These variations should be allowed for when interpreting results. It is important to be aware of a person's true score may be slightly to the left or right of the score shown on the graph.

**Obtain independent information.** Because Selector Insight only covers a subset of possible human behaviours, the results should be backed up with additional information such as interviews and reference checking.

**Don't rely on old assessment results.** Assessment results have a limited life. If more than six months has elapsed since an assessment was undertaken a new assessment may be required.

**Protect the results from unauthorised access or usage.** Most countries have privacy laws relating to the collection, storage and disclosure of personal information. Follow these guidelines carefully when dealing with assessment results. For example, take great care never to release assessment results to a third party without the consent of the person concerned and ensure that any files you have are securely stored.