

**SFA**

# PREVUE SFA Performance Appraisal Report

*Examinee :* - **JOHN ANDERSON**

*Company:* - ABC Industries

*Position:* - Vice President, Operations

*Date:* - March 16, 2010

## **Prevue Success Factor Analysis Management Report -**

### **CONTENTS:**

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- **BEHAVIORAL PROFILE CATEGORY ANALYSIS**
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- **MANAGER'S RECOMMENDED ACTION PLAN**

**CONFIDENTIAL**

**SAMPLE REPORT**

# ANALYST REVIEW & COMMENTARY

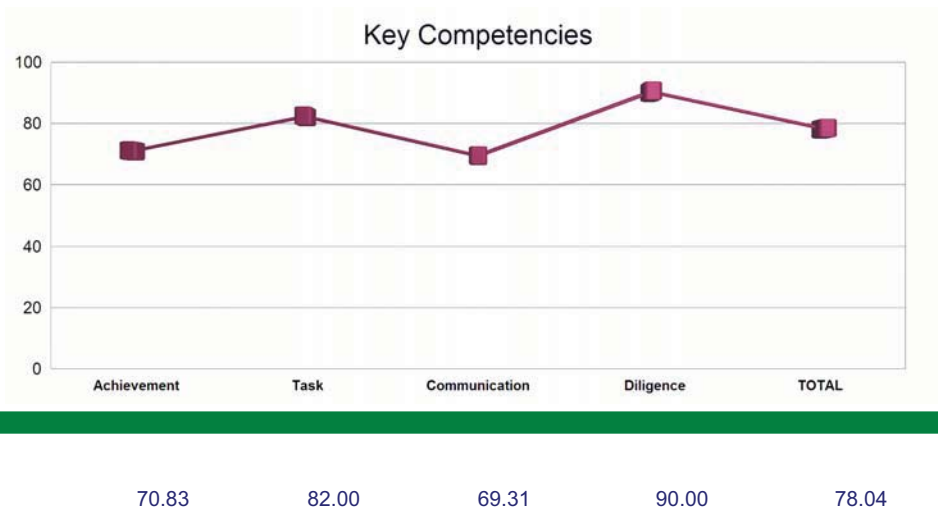
**Examinee:** John Anderson  
**Company:** ABC Industries  
**Job Title:** Vice-President, Operations  
**Date:** 03/16/10  
**Basic Prevue Benchmark Rating:** 67.00 Good

## Analyst Rating Considerations:

- Low level Word aptitude.
- Education meets or exceeds minimum requirements of the job.
- Current Employee, Development mode.
- Work experience within normal range.
- Average/Marginal numerical/math aptitude.
- Well developed People Skills.
- Strong data and report analysis ability.
- Well developed aptitude for working with machinery & equipment.

## - TOTAL ANALYST-LINK RATING -

Category: **Executive/Sr. Management**      **84.64**      **Excellent**



**Notes:**

# UNDERSTANDING THIS REPORT

**IMPORTANT:** The Analyst-Link Commentary analysis that follows uses the Prevue Benchmark for this position along with a review by our analysts, taking into account, education, work-history, stability, intelligence, and other factors. Whilst the Prevue rating is totally benchmark driven and may contain highly focused organizational preferences, the Analyst-Link rating compares the examinee to successful people in a similar type of job using SFA National Statistical Averages. The Analyst-link rating evaluates overall job suitability in an impartial and global manner. The Analyst-Link rating will often be higher or lower than the Prevue Benchmark rating.

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## ■ HOW TO USE THIS REPORT:

The report is divided into two sections. Part One, labeled as CONFIDENTIAL is for use by Management. Part Two, labeled as "Development Information" is intended to be Distributed to the employee for use as part of the facilitation and performance development program.

## ■ THE PURPOSE OF THIS REPORT:

The Prevue Appraisal Report (PAR) is designed to provide information that will assist Management in understanding the candidate's unique profile. The goal of this report is to provide insight to better understand the employee's approach to the job, the organization, and the work environment. The PAR also provides insight into the candidate's personality and a wide range of important work related characteristics. Properly matching the employee to the job is beneficial to the organization and to the candidate, as job matching virtually enhances job satisfaction, reduces turnover, and can be a catalyst for high levels of performance and productivity.

## ■ BENCH MARKING:

The Job Suitability Survey submitted by management is used to define the behavioral, motivational, and skill requirements of the job and create the percentile rank showing JOB SUITABILITY. The acceptable range for each trait or competency is shaded in green. Special attention should be paid, and the facilitation interview should be focused, on any trait where the candidate tests below, or is less than the benchmark for the job. Likewise, carefully examine traits that are far in excess of the requirements of the job (*two points or more*) to make certain the employee will be comfortable within the constraints of the job.

## ■ THE FACILITATION INTERVIEW:

This report includes a series of Interview Questions that are custom designed and specific to the examinee. Management should use the recommended questions as a guide and focus on those most important to success on the job. The quantity and level of intensity of the interview questions should vary depending on level of responsibility required by the job. Make careful notes of the examinee's responses. Both the Manager and the employee should complete an action plan for improvement for use during the facilitation interview.

## ■ WHERE DOES THE INFORMATION IN THIS REPORT COME FROM?

The information in this report is derived from the candidate's responses to the assessment. This evaluation is comprised of the personality and interest inventories from the validated and reliable ICES Plus Assessment test, a psychometric test battery developed in the early 1990's by View Assessments International under the direction of Dr. David Bartram, one of the world's leading psychometricians. The ICES Plus Assessment is the cornerstone of a number of respected and established employment and vocational assessments. These products have been used to assess more than one million people in North America alone.

**BEHAVIORAL PROFILE CATEGORY ANALYSIS**  
**John Anderson**

**MOTIVATION - DRIVE**

Independent	50.00
Innovative - Out of the box thinking	100.00
Unafraid to go it alone.	60.00
Assertive	50.00
<b>TOTAL Motivation - Drive</b>	<b>65.00</b> Average

**LEADERSHIP:**

Steady, comfortable in a variety of situations.	100.00
Overly organized, seeks perfection, exacerbating.	90.00
Dominant, Aggressive	50.00
Independent	50.00
Well developed People Skills.	80.00
Seeks Solutions	100.00
Unafraid to make significant decisions	60.00
Somewhat Outgoing	60.00
Self-assured/Political.	100.00
<b>TOTAL Leadership</b>	<b>76.67</b> Above Average
<b>TOTAL Achievement/Leadership</b>	<b>70.83</b> Above Average

**TASK ORIENTATION:**

Average/Marginal numerical/math aptitude.	40.00
Ability to work with Data & Reports	100.00
Working with things	80.00
Overly organized, seeks perfection, exacerbating.	90.00
Perfectionistic, may create bottlenecks.	100.00
<b>TOTAL Task</b>	<b>82.00</b> Above Average
Cognitive Reasoning Register	0.00
<b>TOTAL Task &amp; CRR</b>	<b>82.00</b> Above Average

**COMMUNICATION:**

Outgoing/Engaging/Social	70.00
Low level Word aptitude.	40.00
Ability to interact with & influence others	80.00
<b>TOTAL Communication</b>	<b>63.33</b> Normal Range

## Behavioral Profile Category Analysis (continued)

John Anderson

**PERSUASIVE - INFLUENTIAL:**

People Oriented	80.00	
Independent	50.00	
Competitive	60.00	
Extroverted	60.00	
Gregarious	60.00	
Somewhat Outgoing	60.00	
Socially adept	90.00	
<b>TOTAL Sphere of Influence</b>	<b>75.29</b>	Above Average
Emotional Intelligence	0.00	
Sales Strategy Index	0.00	
<b>TOTAL Persuasive - Influential</b>	<b>75.29</b>	Above Average

**DILIGENCE - RELIABILITY:**

Cooperative	60.00	
Conscientious	100.00	
Conventional, welcomes supervision	100.00	
Focused, can be highly procedural.	100.00	
<b>TOTAL - Diligence</b>	<b>90.00</b>	Potentially Overqualified
Reliability Register	0.00	
<b>TOTAL Diligence/Reliability</b>	<b>90.00</b>	Potentially Overqualified

**GROUP INTERACTION:**

Restrained, Cautious, Shy	50.00	
Self-assured/Political.	100.00	
Social Interaction	90.00	
Group/Team Oriented	60.00	
<b>TOTAL Group/Team Interaction</b>	<b>75.00</b>	Above Average

**STATE of MIND:**

Spontaneous/Erratic	0.00	
Reactive	0.00	
Introverted	0.00	
Overly Reserved	0.00	
Emotional	0.00	
Restless	0.00	
Excitable	0.00	
Submissive	0.00	
<b>TOTAL State of Mind</b>	<b>0.00</b>	Not Applicable

# PERFORMANCE DEVELOPMENT

## ■ COACHING & COUNSELING

MAKE CERTAIN TO DISCUSS ANY ITEM WHERE THE EXAMINEE IS BELOW THE BENCHMARK. ALSO REVIEW ITEMS WHERE THE EXAMINEE IS SUBSTANTIALLY ABOVE THE BENCHMARK AS THIS MAY INDICATE A POOR FIT TO THE JOB,

NOTES:

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### **THE PREVUE PERFORMANCE DEVELOPMENT PROGRAM:**

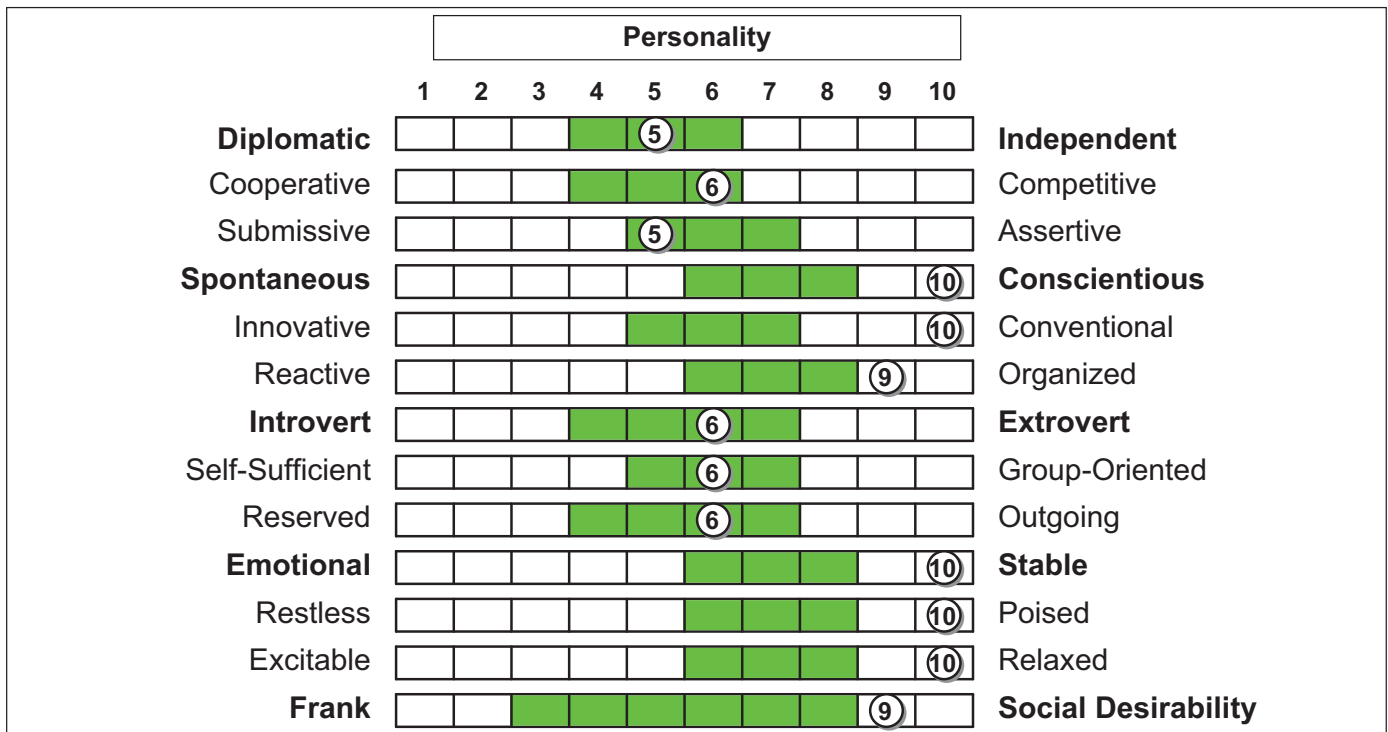
**Go to: [www.analyst-link.net](http://www.analyst-link.net) - Click on the SDP workbook link.  
Print workbook #20 - The Prevue Success Discovery Process.  
Distribute the report to the examinee. Review the report with them.**

*(Optional - For more senior positions also print workbook #22 "Influencing Others").*

# Prevue Benchmark

John Anderson

VP or Director of Operations



A Prevue benchmark illustrates the required characteristics for this job as decided by management. The shadowed areas above graphically represent the benchmark for this VP or Director of Operations position. The number on each scale is John Anderson's actual score. The following percentage reflects the degree of suitability of his scores when compared to this benchmark.

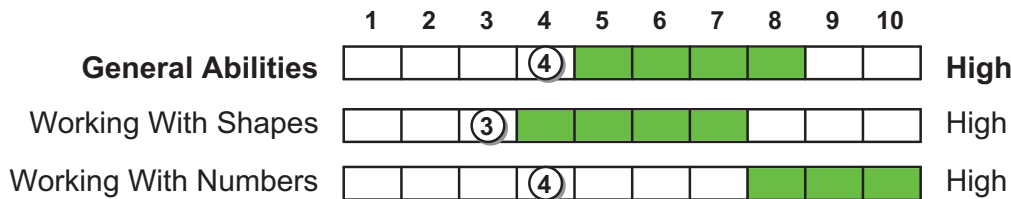
Prevue Job Suitability		Benchmark Suitability
The Prevue benchmark suitability should comprise not more than one-third of the selection decision process. The other aspects of the selection decision process, including the job interview, candidate history and background check, should be furnished by management.		<b>67%</b>

## How to Use the Prevue Assessment in the Coaching / Training Process

One of the challenges management faces in coaching and training individuals is the process of correctly identifying developmental needs. The Prevue Personal Training Report provides specific coaching and training information by simply matching Mr. Anderson's assessment to this VP or Director of Operations benchmark. For each particular requirement in the benchmark the manager or training professional is provided with a starting point that identifies the appropriate skills or competencies required for the VP or Director of Operations position.

### Coaching Areas Off the Benchmark

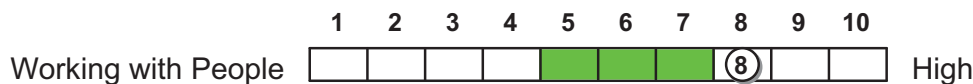
The following are areas where Mr. Anderson did not match this benchmark. A brief explanation of the benchmark and score result is followed by suggestions and statements which may assist you in coaching his future performance as a VP or Director of Operations.



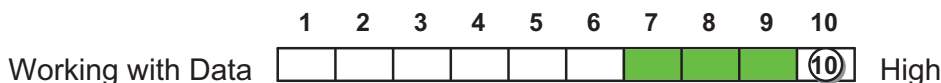
It will be evident that Mr. Anderson does not fall within the Benchmarks for all of the dimensions of Abilities for this VP or Director of Operations position.

A score above any of the Abilities Benchmarks will not generally be detrimental to overall performance. If this is the case for Mr. Anderson, consideration should be given to whether the position provides him with sufficient challenge, stimulation and opportunity.

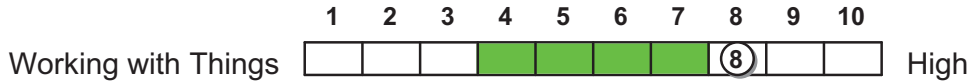
A score below any of the Abilities Benchmarks suggests Mr. Anderson may have difficulty in quickly and effectively addressing and completing those aspects of the job where he is below the Benchmark. Courses at local colleges coupled with tutoring in the subject areas where Mr. Anderson has scored below the Benchmark should be considered.



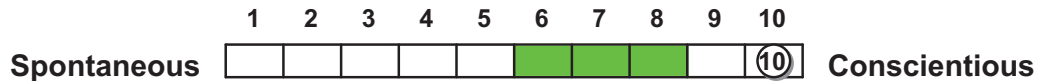
John Anderson is truly interested in working with people. His marked preference for working with others could be useful in many areas of professional business. This VP or Director of Operations is well motivated to work with others. However, he may give lower priority to tasks which do not involve social contact. Coaching should emphasize that all efforts contribute to the success of the company.



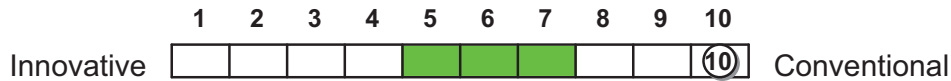
Mr. Anderson likes to work with data. This interest in information is excellent for scheduling tasks and appointments, and maintaining records and ledgers, but a VP or Director of Operations who is unduly zealous about data could overwhelm clients and co-workers. Coaching for Mr. Anderson should include a functional analysis of his position to find where his enthusiasm for working with data could be used to advantage and where it should be secondary to other interests.



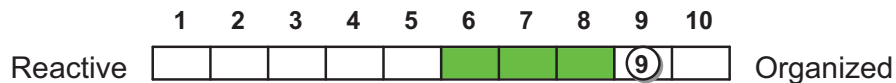
With a strong preference for work with objects such as electronic devices, machinery, and tools, John Anderson will be interested in tasks such as organizing and managing inventory or equipment. Given any new technology, he will likely apply himself whole-heartedly. Although his interest in working with tools and equipment may be advantageous in many situations, few people who are in this VP or Director of Operations position are as enthusiastic as Mr. Anderson. Coaching should ensure that he does not distance himself from his peers by using gadgets in place of communication.



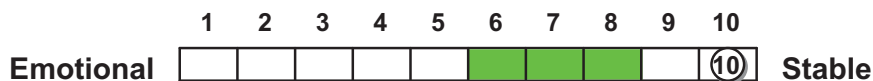
Conscientious and detail-oriented, John Anderson likes an orderly environment with clear guidelines. This steadiness is an excellent attribute for a VP or Director of Operations. However, Mr. Anderson may be less able to adapt to unexpected changes or sudden demands. Success in any professional business often requires flexibility and quick decisions, so coaching for Mr. Anderson should focus on coping skills and decision-making.



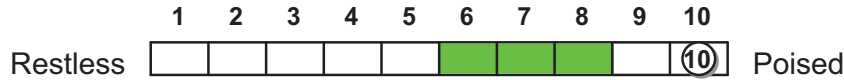
Mr. Anderson is conventional and reliable, and often meticulous in his attention to details. He likes to do things "by the book" and prefers a structured work environment with a definite work plan. Accordingly, coaching for John Anderson should begin with a review of his job description to identify issues which require flexibility or innovation. Because he tends to be time conscious and traditional, he may find it difficult to adapt to delays, new technology, personnel changes, or emotional upheaval in the workplace. Coaching for Mr. Anderson should include a flexible time management plan so that he will have more latitude to deal with disruptions.



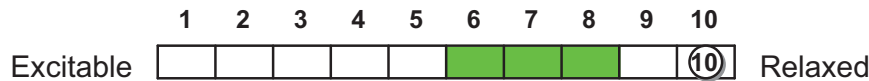
Being highly organized, John Anderson likes to plan thoroughly before beginning any job. While meticulous behavior is good for routine tasks, this VP or Director of Operations may be frustrated when spontaneous events or less methodical people disrupt his schedule. He will be irritated by co-workers who are unprepared or overlook details. To promote quick reactions, coaching for Mr. Anderson should emphasize flexible planning and goal setting with variable priorities. A seminar in social psychology might also help him to deal more effectively with those who are not as systematic as he is.



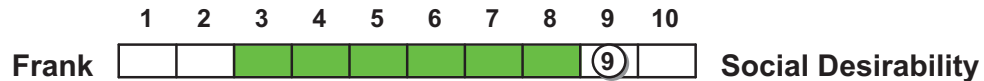
John Anderson is stable and secure. These excellent traits enable him to cope well with stress. However, his trusting nature could prompt a dishonest person to try to take advantage of him. His obliging attitude could also lapse into carelessness when resolving conflicts. Coaching for Mr. Anderson should encourage skepticism and a more vehement approach to problems.



John Anderson has a positive, rational outlook and copes well with challenges and setbacks. He is aware of stress but not deterred by it. Others will appreciate his poise. He can maintain his composure even if embarrassed or upset. While these are superb characteristics for a VP or Director of Operations, it is possible to be too contained. Coaching for Mr. Anderson should encourage him to reveal his feelings a little more. For example, when someone is delighted with a product or service, Mr. Anderson might want to be more celebratory to let him or her know that Mr. Anderson is pleased as well. Similarly, if a co-worker is angry or disappointed, a more feeling response from Mr. Anderson would be taken as empathy, not lack of control.



Mr. Anderson is relaxed, untroubled, and well able to cope with pressure. Less scrupulous people may attempt to exploit his easy trust and remarkable patience. Coaching should encourage a little more fervor and vigilance. Trust exercises would also help Mr. Anderson to determine when it is and is not appropriate to trust.



Caution. This Social Desirability score calls for further analysis. It may have resulted from one of two factors. This high score could derive from an eagerness to create a favorable impression. If this individual is exaggerating to gain approval, he may have exaggerated when responding to other items as well. Alternatively, this person is genuinely "good" and not exaggerating to gain approval, but is as wonderful as he appears to be. Both the "slightly exaggerated assessment" and the "good" person examples will occur more frequently in situations where the subject is a current employee who is expressing a learned company profile. This coaching assessment cannot determine which of these has occurred. It is suggested that you draw your own conclusions after gaining additional information. Analyze data you obtain from a background check and ask probing questions to gain a better understanding of this individual.

# Total Person Description

John Anderson

VP or Director of Operations

## Note:

The Total Person is a combination of all the elements Mr. John Anderson completed in his Prevue Assessment.

This person has average ability to work with words and numbers, and lower than average ability to work with shapes. Assignments that involve working with text or numeric data will be easier for him. Common paperwork and some writing are within his scope. Similarly, he will do reasonably well with ordinary spreadsheets, data tables, and simple arithmetic tasks. He will be slower, however, to learn new tasks requiring spatial abilities and may have difficulty following diagrams, estimating space requirements, or interpreting graphs. He may well require more instruction, guidance, and time to achieve competence in routine work if it requires spatial reasoning. Mr. Anderson will perform best when the environment and work practices remain constant. Frequent changes in the work routine will be difficult for him and may result in errors.

Mr. Anderson is intensely interested in people, data, and material objects such as tools or equipment. Because of his excellent motivation to work with all three major factors in the workplace, he should enjoy a wide range of occupations. In a computer context, he would likely exert himself to do well in communications, data management, and use of graphic software.

Mr. Anderson is competitive and moderately assertive. While he may be a strong team player, he still enjoys individual recognition. His leadership style is marked by persuasion and encouragement, with emphasis on cooperation. In non-threatening situations and with people he knows well, John Anderson can be quite outspoken and will vigorously promote his own ideas. On the whole, he prefers to avoid rather than confront conflict, choosing tact and diplomacy to maintain harmony in the workplace. He is equally comfortable being either a team member or a decision-maker.

John Anderson works in a conventional, meticulous way and is completely reliable when following established practices, but he may find it difficult to adapt to new or rapidly changing circumstances. He prefers to have a well-thought-out plan before beginning any project. He values punctuality, and may resent tardiness in others or unexpected changes in the schedule. Dealing with spontaneous events will be frustrating for him. He prefers working with proven procedures and established policies, and is uncomfortable in unstructured situations, although he will strive to bring order out of chaos. Mr. Anderson can deal with procedural changes if they are carefully explained and justified. Ultimately, he wants to get the job done and will work hard to achieve his goals.

John Anderson enjoys the company of other people and could be troubled by extended periods of solitude. Most people will find him to be friendly and personable. He is quick to talk to others and enjoys their attention. While he can listen effectively when concentrating, his instinct is to be the one doing the talking. His enthusiasm is a tremendous advantage when presenting ideas. Though conversational and outgoing, Mr. Anderson is also self-reliant and does not require constant social interaction. In a group setting, he will occasionally command attention but he is also comfortable as a quiet observer.

# Total Person Description

John Anderson

VP or Director of Operations

John Anderson tends to think that few worthwhile goals can be achieved without challenges or setbacks. Consequently, he is able to remain positive and rational, even in dire circumstances. His objectivity also helps him to take criticism well. Even when the criticism is personal or unjustified, he is able to control his irritation and embarrassment. He is so relaxed and copes so well with pressure that some might misinterpret his lack of excitability as indifference. If his plans are disrupted or his proposals turned down, Mr. Anderson can shrug off rejection and continue with his work. Whether he is required to give a fast response to a crisis or methodical attention to a routine task, Mr. Anderson will perform effectively under pressure.

John Anderson accepts people as they present themselves and easily gives them his trust. Less scrupulous people may attempt to exploit this easy trust and his remarkable patience. Ideally, he should work on demanding, high pressure, long-term projects that require dealing with people openly and objectively.

# Individual Traits

John Anderson

VP or Director of Operations

## NOTE:

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

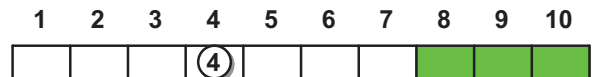
### General Abilities

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



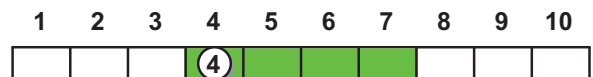
### Working With Numbers

John Anderson 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 four indicates a low average ability for working with words. People with this capacity are likely to be reasonably competent in dealing with written material, and their learning speed could be acceptable. When under time pressure they are more likely to make mistakes.



### Working With Shapes

Mr. Anderson has a below average skill in working with shapes. Although individuals with this score are likely to be reasonably competent in manipulating shapes, they may be rather slow. When under time demands they are likely to make more than an average number of mistakes in spatial visualization.



# Individual Traits

John Anderson

VP or Director of Operations

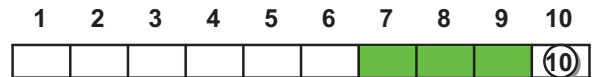
## Working With People

Mr. Anderson is likely to be very interested in work that involves considerable contact with people. This may be at a complex level rather than just making contact. People with scores in this range are unlikely to feel satisfied in jobs in which interaction with people does not play a significant role.



## Working With Data

Mr. Anderson has an extremely high level of interest in working with data. Such people are often interested in data for its own sake and they enjoy working with figures, symbols, statistics and accounts. They would be unlikely to enjoy a job that did not provide an opportunity for this type of work.



## Working With Things

John Anderson has a high level of interest in work that involves inanimate objects such as machinery, tools and equipment. Such people are likely to be interested in a hands-on approach to designing, managing or working with things.



## Diplomatic / Independent

To achieve his point of view, John Anderson occasionally can be an individual competitor, both controversial and argumentative. In other situations, Mr. Anderson can also be concerned with maintaining the team spirit and coordinating the team effort. This score indicates an employee who is good at getting things done while taking into account the needs of others.



## Cooperative / Competitive

He describes himself as a person who is competitive and plays to win. He is a cooperative team member. Such individuals seek compromise between their own achievements, and the need to maintain relationships with others.



# Individual Traits

John Anderson

VP or Director of Operations

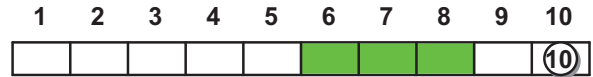
## Submissive / Assertive

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



## Spontaneous / Conscientious

John Anderson is extremely conscientious, tidy and detail-conscious. He is careful to abide by rules and is most comfortable working within a set of very high, personal traditional values. He is at his best in a well structured and predictable environment. You can expect him to be an adapter, but not an innovator.



## Innovative / Conventional

As a follower of the rules, Mr. Anderson conducts himself in an extremely conventional manner. His rigid attitude makes it difficult for him to adapt to new situations and change. Mr. Anderson will be at his best working as a VP or Director of Operations in a highly structured environment with clearly defined rules and guidelines.



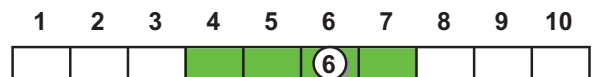
## Reactive / Organized

This individual is well organized and meticulous, preferring to plan ahead while thinking through all possibilities before acting. A VP or Director of Operations like this expects everything in it's place.



## Introvert / Extrovert

Individuals like Mr. Anderson show moderate levels of enthusiasm and liveliness, contributing to social interaction without drawing undue attention to themselves.



# Individual Traits

John Anderson

VP or Director of Operations

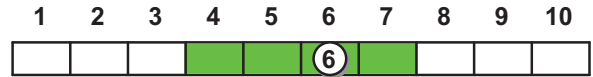
## Self-Sufficient / Group-Oriented

He is a VP or Director of Operations who enjoys the company of others, but who also needs time to be alone. These needs are fairly evenly balanced. He is happiest working in situations where there is a moderate amount of contact with other people.



## Reserved / Outgoing

He can be talkative and outgoing. He would prefer some variety in his work. These people like to choose the situations in which they will take center stage, as they are comfortable in the company of others, but they do not seek constant attention from others.



## Emotional / Stable

As a stable and untroubled person, he accepts people at face value. He accepts criticism and is untroubled by setbacks. He is very secure and hardy, and can remain relaxed under considerable stress.



## Restless / Poised

John Anderson readily shrugs off criticism. He is poised, tough minded, and able to cope with most situations while working without getting upset or irritated. He has a rational approach to life and accepts that few things proceed without challenge or setback.



## Excitable / Relaxed

He is very relaxed, untroubled by work related pressures. He will accept others at face value, unsuspecting of ulterior motives. Such people are not unduly bothered by things that go wrong. However, their calm acceptance of life could put them at risk of having a diminished sense of urgency.



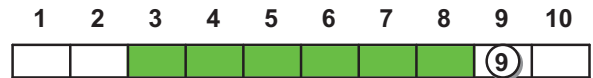
# Individual Traits

John Anderson

VP or Director of Operations

## Social Desirability

This very high score may indicate Mr. Anderson is not being totally frank with his assessment. John Anderson will present a positive image that conforms to social expectations. If this high score is the result of a need to present a socially acceptable rather than an open picture, then scores on some of the other scales could be influenced.



## VALIDITY INTRODUCTION:

- The rules for identifying patterns of responses in the Personality Section of the Prevue Assessment which 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. 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 Prevue Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

## VALIDITY COMMENTARY:

- The total number of "B" responses chosen by the candidate in the course of completing the Prevue Assessment Questionnaire, including questions that were not answered, was 10.
- 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 Prevue Assessment can be considered accurate and reliable.

## BEST PRACTICE RECOMMENDATIONS:

- **Assessment Administration:** Best practice protocol recommends that assessments be administered to candidates in a controlled environment under the supervision of a proctor to ensure that:
  - The person who completes the Assessment is in fact the candidate;
  - A candidate's responses to the Assessment questions are not affected by collusion with others or by other actions that would invalidate the Assessment;
  - The supervisor is able to address unexpected conditions or problems affecting a candidate and to provide reasonable accommodation for candidates where required;

Where an Assessment is administered without the recommended supervision, the accuracy of the report cannot be guaranteed. If the report is a significant consideration in any final selection or other high stakes decision, you might wish to have the candidate retake the Prevue Assessment in a controlled environment;

For more information on the administration of the Prevue Assessment, please see "Administering the Prevue Assessment" in the Prevue User Guide posted at [www.prevueassessments.com](http://www.prevueassessments.com).

- **Assessment Weighting:** The weight given to the Prevue Assessment in any human resource selection or other high stakes decision should not exceed one-third of the total process. The remainder of the process, including the candidate's work history, interview, background checks, etc., should be considered in association with the results of this report.
- **Ensure Fairness:** When properly administered, the use of the Prevue Assessment will help to ensure that applicants are treated fairly without regard to race, colour, religion, sex or national origin. The Prevue Assessment was designed and developed to conform with the human rights legislative and best practice requirements prevailing in the various countries where the Prevue Assessment is distributed. This includes the EEOC Guidelines, the Americans for Disabilities Act and the standards for test development and administration published by the American Psychological Association, the British Psychological Society and the Association of Test Publishers.



# Working Characteristics

## John Anderson

This report provides additional information on certain Working Characteristics of Mr. Anderson. This summary will be significant for Managers, Supervisors, and Human Resource Professionals. The Working Characteristics are derived from personality traits as referred to in the Prevue Assessment. Distinct from the Prevue Benchmark, these work-related features help to answer questions such as:

1. **Is Mr. Anderson inclined to take risks?**
2. **Does he live to work or work to live?**
3. **Does he prefer a fixed salary or flexible income?**

This information, in conjunction with the Prevue Assessment and the job interview, previous work history, and a background check, will assist with Human Resource decisions regarding Mr. Anderson.

### Working Characteristics Summary

<b>How does he want to be paid?</b>	Prefers a basic salary with a modest bonus or commission plan.
<b>How important is work to him?</b>	Puts a very high value on work and on being employed.
<b>Does he make risky decisions?</b>	Prefers to avoid ad hoc solutions and will want to think things through.
<b>How does he deal with change?</b>	Prefers routine work with a well-defined schedule.
<b>What is his perception of the world?</b>	Tends to see opportunity and excitement in new ventures.

# Working Characteristics

## Compensation Preference

This Working Characteristic identifies whether Mr. Anderson is more motivated to work by either performance-based remuneration or a fixed wage or salary. This helps to determine if he will be satisfied with the remuneration this position offers. It will also expedite the design of a compensation package that will encourage his best performance.

**Is Mr. Anderson better motivated by fixed salary or by an incentive remuneration program?**

Prefers Salary     Prefers Bonus

- Mr. Anderson prefers the security of a fixed salary to dependence on bonus or commission.
- He will cope better with events that could adversely impact his profit share if the greater majority of his income is secure.
- His generally careful approach makes him especially competent for projects requiring attention to detail or calm, steady guidance.

## Focus on Work

This Working Characteristic provides information on the importance of work for John Anderson. Some people define themselves by their work. They are often labeled workaholics. Others see work as a means to an end, rather than an end in itself. While such differences are not a function of personality, they are related to it. This Working Characteristic is particularly significant for assessing whether John Anderson will fit with the culture of the workplace or with the team that he may be assigned to.

**Does Mr. Anderson live to work or work to live?**

Works to Live     Lives to Work

- John Anderson probably defines himself by his job.
- He puts strong emphasis on professional accountability.
- His leisure and social activities may be related to his career.
- Domestic arrangements will usually be changed in preference to altering his work schedule.
- He greatly values work and being employed.

# Working Characteristics

## Tolerance for Risk

This Working Characteristic indicates the likelihood of Mr. Anderson engaging in risky behaviors or actions. This attribute will be relevant in determining whether he can accommodate the decisions required in this particular job. It also provides insight regarding his fitness to be a member of an existing team.

**Is Mr. Anderson likely to make risky decisions?**

Not Risk Inclined     Risk Inclined

- Although not given to risky behavior or quick decisions, John Anderson will act appropriately in a crisis.
- He will avoid unnecessary risk, particularly if it could lead to accidents, damage or loss.
- He prefers to refrain from ad hoc solutions but, if matters are pressing, he can react swiftly, even impulsively.
- Those who value steadiness will like his typically mindful approach. Others, who want quick answers and fast actions, will find his performance satisfactory.

## Preference for Change

Good performance in some jobs requires a quick response to fast changes, but efficiency in other positions depends on tolerance for routine and working carefully at a steady pace. This Working Characteristic explains where Mr. Anderson fits on the continuum between these diametric requirements.

**Does Mr. Anderson prefer to work in rapidly changing circumstances or with a set routine?**

Prefers Routine     Prefers Change

- Routine work with a well-defined system suits Mr. Anderson very well.
- He is reserved and likes to do things "by the book".
- He will likely find change difficult to manage.
- He may have difficulty coping with personnel changes, reorganization, and downsizing or expansion.
- He will probably adapt old methods to new demands rather than devise new procedures.

# Working Characteristics

## Perception of the World

John Anderson's attitude to day-to-day events in the workplace is important to his overall job performance. This Working Characteristic identifies whether he will approach problems and issues with optimism or with caution. The job itself defines which approach is appropriate.

**How does Mr. Anderson perceive and approach problems and events?**

Sees Drawbacks     Sees Opportunities

- John Anderson tends to see opportunity and excitement in new ventures.
- He generally sees the world as a safe place with manageable dangers.
- He reacts quickly to problems partly because he does not fear the consequences of fast action.
- He will readily try new methods to boost performance and productivity.
- He will not adopt uncommon practices merely because they are novel: he must be persuaded they are also timely and effective.

# PREVUE FACILITATION GUIDELINES

**Being an effective coach is the primary duty of any Manager or Supervisor. The coaching process is all about building a "Communications Link" between management and employee.**

## ***Instructions:***

1. Provide a copy of the Employee portion of the Prevue report to the employee. The Coach copy includes a job suitability rating and coaching tips. This portion of the report is Confidential and should not be shared with the employee.
2. Provide the appropriate Success Discovery Process (SDP) workbook
3. Ask the employee underline or highlight any statement in their copy of the report they strongly disagree with. Ask they fill out the "Success Discovery Process" Workbook and complete an Action Plan for improvement" focusing on the three most important areas to be improved. These items must be completed before the facilitation discussion.
4. Create a discussion agenda by underlining any statement on the review that, in your opinion is true, but impacts negatively on the employees' performance. Use this information along with notes from the employees' personnel file and job description to fill out your version of the "Action Plan" to be used as your discussion agenda. Also highlight positive statements that are true, use these to deliver praise to the employee. Balance development comments with praise commentary.
5. Create an unhurried setting, allow at least one hour for the facilitation process; serve a beverage, keep it casual. Remember your goal is to establish a dialog and assist the employee in creating their own development program. Allow the employee to do more than half of the talking. Ask their opinion of the Review; ask them to discuss any statement in the report with which they strongly disagree. Ask open ended questions. Ask for suggestions. Listen! Ask if you can take notes.
6. Your goal is to obtain improved performance through interactive dialog. It cannot be achieved if the employee has set up defensive barriers. Use positive comments to maintain interest. As they discuss statements from the report in dispute, it is acceptable to add your comments. Remember to agree or disagree with the REPORT not the employee. Do not be general, give specific examples. Stick to facts.  
If the employee disagrees with a statement in the report and you concur say "In this instance I disagree with the report." If the employee disagrees with a statement in the report and it is true, say "In this instance I agree with the report and let me give you an example."
7. Don't allow complaints about the company, other employees, or other departments to mask the real purpose of this discussion; which is, to improve the performance of the employee being reviewed. Salary, benefits, and money issues are not and should never be part of the performance review and facilitation process. Compensation levels should increase only when the employee increases their value to the organization.
8. Combine your "Action Plan for Improvement" with theirs. Decide on mutually agreed improvement goals and write up a new "Action Plan" focusing on no more than 3 areas for improvement. Get input from the employee as to the best way to accomplish goals, and the time-frames involved.
9. Continue the momentum. Review the performance goals, weekly if necessary, to make certain focus is being maintained. When the first three areas for improvement are corrected; create a new action plan to address other issues. Focus and follow-up!

# ACTION PLAN - Manager's Recommendations

**NAME:** \_\_\_\_\_

List three areas in which you see the need to direct focus effort along with your suggested plan of action to achieve the desired goal. Select improvement items from the Analyst-Link Commentary, Development Guide, the text report, or job description.

■ **FIRST FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps to use to achieve improvement goals in this area:

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Time frame to achieve this goal:

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■ **SECOND FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps to use to achieve improvement goals in this area:

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Time frame to achieve this goal:

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■ **THIRD FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps to use to achieve improvement goals in this area:

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Time frame to achieve this goal:

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Date: / /

Action Plan Commitment Agreement by: \_\_\_\_\_ (Examinee)

**SFA**

# *PREVUE SFA Performance Appraisal Report*

*Examinee :* - **JOHN ANDERSON**

*Company:* - ABC Industries

*Position:* - Vice President, Operations

*Date:* - March 16, 2010

## ***Development Information - Understanding -Self Prevue Success Factor Analysis***

### **CONTENTS:**

- **INDIVIDUAL TRAITS**
- **THE TOTAL PERSON** (*UNDERSTANDING YOUR OVERALL APPROACH TO THE JOB*)
- **SELF-DEVELOPMENT ACTION PLAN**

### **SAMPLE REPORT**

# UNDERSTANDING THIS REPORT

## **THE PURPOSE OF THIS REPORT:**

*This report is designed to provide information that will assist your manager, coach, or facilitator in understanding your unique profile. It can also help you to better understand yourself and your approach to your job and to the work environment. The report provides insight into your personality and important work related characteristics. It is intended to assist in the coach-client relationship by providing the starting point for a meaningful discussion about your values, needs, and objectives. Further, the report should assist your facilitator in asking pertinent questions and providing relative feedback and ideas that are tailored to you. Our goal is to assist you in developing greater effectiveness on the job and increasing your overall job satisfaction.*

## **WHERE DOES THE INFORMATION IN THIS REPORT COME FROM?**

*The information in this report is derived from your responses to the Prevue Assessment. This assessment is comprised of the personality, cognitive, and interest inventories from the validated and reliable ICES Plus Assessment test, a psychometric test battery developed in the early 1990's by View Assessments International under the direction of Dr. David Bartram, one of the world's leading psychometricians. The ICES Plus Assessment is the cornerstone of a number of respected and established employment and vocational assessments. These products have been used to assess more than one million people in North America alone.*

## **RECOMMENDATION:**

*We ask that you review this assessment carefully, particularly the your ranking in each category. The standard benchmark for your particular job is shaded. The benchmark was compiled from information submitted by management and is specific to the job.*

## **DEVELOPMENT PROGRAM:**

*Attached to this report please find a blank "Action Plan" with space for listing three areas for improvement. Select three things that, after reading this report, you feel should be changed to improve your performance at work, increase your value to the organization, and enhance your sphere of influence over others. Discuss your goals with your manager, coach, or facilitator.*

# Prevue Benchmark

John Anderson

		Abilities											
		1	2	3	4	5	6	7	8	9	10		
<b>General Abilities</b>					(4)							<b>High</b>	
Working With Numbers					(4)							High	
Working With Words					(4)							High	
Working With Shapes				(3)								High	

		Motivation/Interests											
		1	2	3	4	5	6	7	8	9	10		
Working with People									(8)			High	
Working with Data											(10)	High	
Working with Things									(8)			High	

		Personality											
		1	2	3	4	5	6	7	8	9	10		
<b>Diplomatic</b>						(5)						<b>Independent</b>	
Cooperative							(6)					Competitive	
Submissive						(5)						Assertive	
<b>Spontaneous</b>											(10)	<b>Conscientious</b>	
Innovative											(10)	Conventional	
Reactive										(9)		Organized	
<b>Introvert</b>							(6)					<b>Extrovert</b>	
Self-Sufficient							(6)					Group-Oriented	
Reserved							(6)					Outgoing	
<b>Emotional</b>											(10)	<b>Stable</b>	
Restless											(10)	Poised	
Excitable											(10)	Relaxed	
<b>Frank</b>											(9)	<b>Social Desirability</b>	

# Total Person Description

John Anderson

## Note:

The Total Person is a combination of all the elements you completed in your Prevue Assessment.

You have average verbal and numerical abilities and below average spatial abilities. Assignments that involve working with text or numerical data will be easier for you. Common paperwork and some writing are within your scope. Similarly, you will do reasonably well with ordinary spreadsheets, data tables, and simple arithmetic tasks. You will be slower; however, to learn new tasks requiring spatial abilities and may have difficulty following diagrams, estimating space requirements, or interpreting graphs. You may require more instruction, guidance, and time to achieve competence in routine work if it requires spatial reasoning. You will perform best when the environment and work practices remain constant. Frequent changes in the work routine will be difficult for you and may result in errors.

You are intensely interested in people, data, and material objects such as tools or equipment. Because of your excellent motivation when working with all three major factors in the workplace, you should enjoy a wide range of occupations. In a computer context, you would likely exert yourself to do well in communications, data management, and use of graphic software.

You are moderately competitive and assertive. While you may be a strong team player, you still enjoy individual recognition. Your leadership style leans toward persuasion and encouragement, with emphasis on cooperation. In non-threatening situations and with people you know well, you can be quite outspoken and will vigorously promote your own ideas. On the whole, you prefer to avoid rather than confront conflict, choosing tact and diplomacy to maintain harmony in the workplace. You are equally comfortable being either a team member or a decision-maker.

You work in a conventional, meticulous way and are completely reliable when following established practices, but you may find it difficult to adapt to new or rapidly changing circumstances. You prefer to have a well-thought-out plan before beginning any project. You value punctuality, and may resent tardiness in others or unexpected changes in the schedule. Dealing with spontaneous events will be frustrating for you. You prefer working with proven procedures and established policies, and are uncomfortable in unstructured situations, although you will strive to bring order out of chaos. You can deal with procedural changes if they are carefully explained and justified. Ultimately, you want to get the job done and will work hard to achieve your goals.

You enjoy the company of other people and could be troubled by extended periods of solitude. Most people will find you to be friendly and personable. You are quick to talk to others and enjoy their attention. While you can listen effectively when concentrating, your instinct is to be the one doing the talking. Your enthusiasm is a tremendous advantage when presenting ideas. Though conversational and outgoing, you are also self-reliant and do not require constant social interaction. In a group setting, you will occasionally command attention but you are also comfortable as a quiet observer.

# Total Person Description

John Anderson

You tend to think that few worthwhile goals can be achieved without challenges or setbacks. Consequently, you are able to remain positive and rational, even in dire circumstances. Your objectivity also helps you to take criticism well. Even when the criticism is personal or unjustified, you are able to control your irritation and embarrassment. You are relaxed and cope so well with pressure that some might misinterpret your lack of excitability as indifference. If your plans are disrupted or your proposals turned down, you can shrug off rejection and continue with your work. Whether you are required to give a fast response to a crisis or methodical attention to a routine task, you will perform effectively under pressure. You accept people as they present themselves and easily give them your trust. Less scrupulous people may attempt to exploit this easy trust and your remarkable patience. Ideally, you should work on demanding, high pressure, long-term projects that require dealing with people openly and objectively.

# Individual Traits

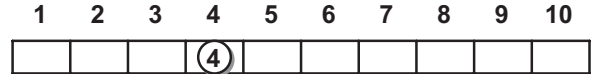
John Anderson

## NOTE:

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

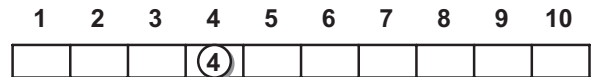
### General Abilities

You have a level of speed and accuracy in reasoning and problem solving that indicates that you are as able as most other adult workers. You can learn and absorb new information without too much difficulty. You are efficient working in a reasonably demanding environment.



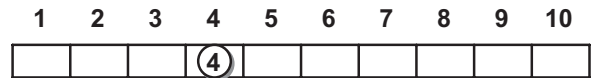
### Working With Numbers

You are at the lower end of the average range for Numerical Reasoning. This indicates that your speed and accuracy is typical of your fellow employees in the ability to work with information derived from numbers.



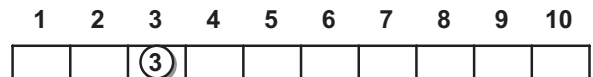
### Working With Words

This score is at the lower end of the mid-range of scores for working with written language. You have capable speed and accuracy when using written material.



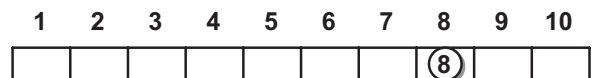
### Working With Shapes

This score indicates a lower than average skill in spatial ability. You may have to spend more time when reasoning with information that involves thinking about manipulating shapes and objects.



### Working With People

You are likely to be very interested in work that involves considerable contact with people. This may be at a complex level rather than just making contact. Scores in this range indicate you are unlikely to feel satisfied in jobs in which interaction with people does not play a significant role.



# Individual Traits

John Anderson

## Working With Data

You have an extremely high level of interest in working with data. People like you are often interested in data for its own sake and they enjoy working with figures, symbols, statistics, accounts and language. You would not likely to enjoy a job that did not provide some opportunity for this type of work.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Working With Things

You have an extremely high level of interest in work that involves inanimate objects such as machinery, tools and equipment.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Diplomatic / Independent

To achieve your point of view, you can be an individual competitor. In other situations, you can also be concerned with maintaining the team spirit and coordinating the team effort. This score indicates a person who is good at getting things done while taking into account the needs of others.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Cooperative / Competitive

You describe yourself as a person who is competitive and plays to win, yet can be a cooperative team member. You seek compromise between your own achievements and the need to maintain relationships with others.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Submissive / Assertive

You are normally agreeable and may avoid speaking out on some issues. As such, you may refrain from promoting yourself in leadership roles. In disputes, you would be more willing to compromise.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Spontaneous / Conscientious

You are extremely conscientious, tidy and detail-conscious. You are careful to abide by rules and are most comfortable working within a set of very high, personal traditional values. You are at your best in a well structured and predictable environment.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

# Individual Traits

John Anderson

## Innovative / Conventional

You conduct yourself in an extremely conventional manner. You will be at your best working in a highly structured environment with clearly defined rules and guidelines.

1	2	3	4	5	6	7	8	9	10
									10

## Reactive / Organized

You are well organized and meticulous, preferring to plan ahead while thinking through all possibilities before acting. A person like you is orderly and predictable.

1	2	3	4	5	6	7	8	9	10
								9	

## Introvert / Extrovert

You show moderate levels of enthusiasm and liveliness, contributing to social interaction without drawing undue attention to yourself.

1	2	3	4	5	6	7	8	9	10
					6				

## Self-Sufficient / Group-Oriented

You are an employee who usually enjoys the company of others and a stimulating environment, but who also needs time to be alone. These needs are fairly evenly balanced. You are happiest working in situations where there is a moderate amount of contact with other people.

1	2	3	4	5	6	7	8	9	10
					6				

## Reserved / Outgoing

This score indicates that you can be talkative and outgoing. You also would prefer some variety in your work. You choose the situations in which you will take center stage, as you are comfortable in the company of others, but you do not seek constant attention.

1	2	3	4	5	6	7	8	9	10
					6				

## Emotional / Stable

As a stable and untroubled person, you typically accept people at face value. You accept criticism and are untroubled by setbacks. You are very secure and hardy, and can remain relaxed even under considerable stress.

1	2	3	4	5	6	7	8	9	10
									10

# Individual Traits

John Anderson

## Restless / Poised

You readily shrug off criticism. You are poised and able to cope with most situations in life without getting upset or irritated. You have a rational approach to life and accept that few things in life proceed without challenge or setback.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Excitable / Relaxed

You are very relaxed, untroubled by life's pressures. You will accept people at face value, unsuspecting of ulterior motives. You are not unduly bothered by things that go wrong.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Social Desirability

This very high score indicates that you may present a socially acceptable, rather than an objective picture. You usually will present a positive image that conforms with social expectations.

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

# Development Program

■ **APPROACH TO THE WORK ENVIRONMENT**

*PRINT OUT THE DEVELOPMENT PROGRAM WORKSHEET TO MAKE CERTAIN THE APPROACH TO THE WORK ENVIRONMENT IS CONSISTENT WITH THE REQUIREMENTS OF THE JOB.*

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NOTES:

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**THE PREVUE PERFORMANCE DEVELOPMENT PROGRAM:**

**Go to: [www.analyst-link.net](http://www.analyst-link.net) - Click on the SDP workbook link.  
Print workbook #20 - The Prevue Success Discovery Process.  
Complete this report and be prepared to review it with your manager.**

*(Optional - For more senior positions also print workbook #22 "Influencing Others").*

# ACTION PLAN for Self-Development

**NAME:** \_\_\_\_\_

List three areas in which you see the need to focus effort along with your plan of action to achieve the desired goal. Select improvement items from the Development Guide , the text report, or suggestions from your manager or facilitator.

■ **FIRST FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps I will use to achieve improvement goals in this area:

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Time frame to achieve this goal: \_\_\_\_\_

■ **SECOND FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps I will use to achieve improvement goals in this area:

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Time frame to achieve this goal: \_\_\_\_\_

■ **THIRD FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps I will use to achieve improvement goals in this area:

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Time frame to achieve this goal: \_\_\_\_\_

Date: / /

Action Plan Commitment Agreement by: \_\_\_\_\_ (Examinee)

Supported by: \_\_\_\_\_ (Manager/Facilitator)