



CONFIDENTIAL
COACHING REPORT

FOR
Ms. Mary Sample

April 08, 2002

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UNDERSTANDING THIS REPORT

The Purpose of This Report

The CoachView report is designed to provide information that will assist the Coach in getting to know and understand your unique profile. It can also assist you to a better understanding of yourself. The report provides insight into your personality profile and important work related characteristics. It is intended to assist the coach-client relationship by providing a starting point for meaningful discussion about your values, needs and objectives. Further, the report should assist the Coach to ask pertinent questions and provide relative feedback and ideas that are tailored for you.

Where Does The Information in This Report Come From?

The information in this report is derived from your responses to the CoachView Assessment. The CoachView Assessment is comprised of the personality and interests inventories from the valid and reliable ICES Plus Assessment test, a psychometric test battery developed in the early 1990's by View Assessments Inc. 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 established and respected employment and vocational assessments including the Prevue Assessment System, The TotalView Assessment System and the Career Mapper Assessment. Those products have been used to assess more than one million people in North America alone. For more information about the ICES Plus Assessment test, or other ICES products, see www.viewai.com. For more information on the CoachView Assessment, see www.coachview.com.

Recommendation

We ask that you review this assessment carefully, particularly in the Total Person Description. We even recommend that you show the assessment to your spouse or a personal friend. We have found that people are frequently surprised to find the assessment presents such an accurate profile.

Total Person Description

For: Ms. Mary Sample

You have strong, balanced interests relating to data and things. You are well motivated to collect, collate, and analyze information. You see this as a primary approach to solving most problems. You also have a marked preference for working directly with tools or machinery. Regarding computer tasks, you would be best suited to data management. You have some interest in interacting with other people. This means that, while you can enjoy teamwork, if required you could work well alone.

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.

Although satisfied to work in a traditional manner following established rules, you can be innovative when the situation demands. You prefer the status quo to change for change's sake. However, you can adapt quite readily and are not an obsessive planner. Your workspace may be cluttered and untidy, and you are likely to prefer loose guidelines that permit some creativity. You see the overall picture rather than concentrating on the details, and you are more concerned with getting the job done than how you do it.

While you can work with others, you generally prefer to work alone. For highest productivity, you should work in an orderly fashion in a quiet environment. You are not bored by routine tasks but you prefer some variety. In a group situation, you will work unobtrusively, without drawing attention to yourself. With familiar people, you will be conversational and outgoing, but you will rarely seek to be the center of attention.

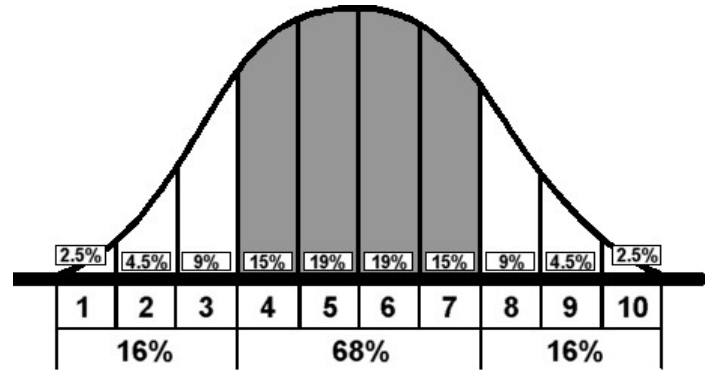
You accept people as they present themselves and easily give them your trust, but you are not naive. Your objectivity also helps you to take criticism well. Even when the criticism is personal or unjustified, you will be able to control any irritation and embarrassment. You tend to think that few worthwhile goals can be achieved without challenges or setbacks. Consequently, you are able to remain positive and rational, even in dire circumstances. Your response will generally be in proportion to the situation and you will react as quickly as necessary. If your plans are disrupted or your proposals turned down, you can shrug off rejection and continue with your work.

The components of this Total Person Description are graphically displayed on the next page.

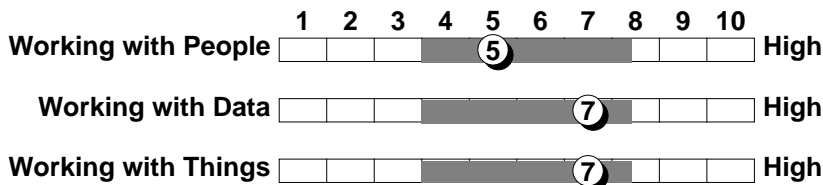
Total Person Description

For: Ms. Mary Sample

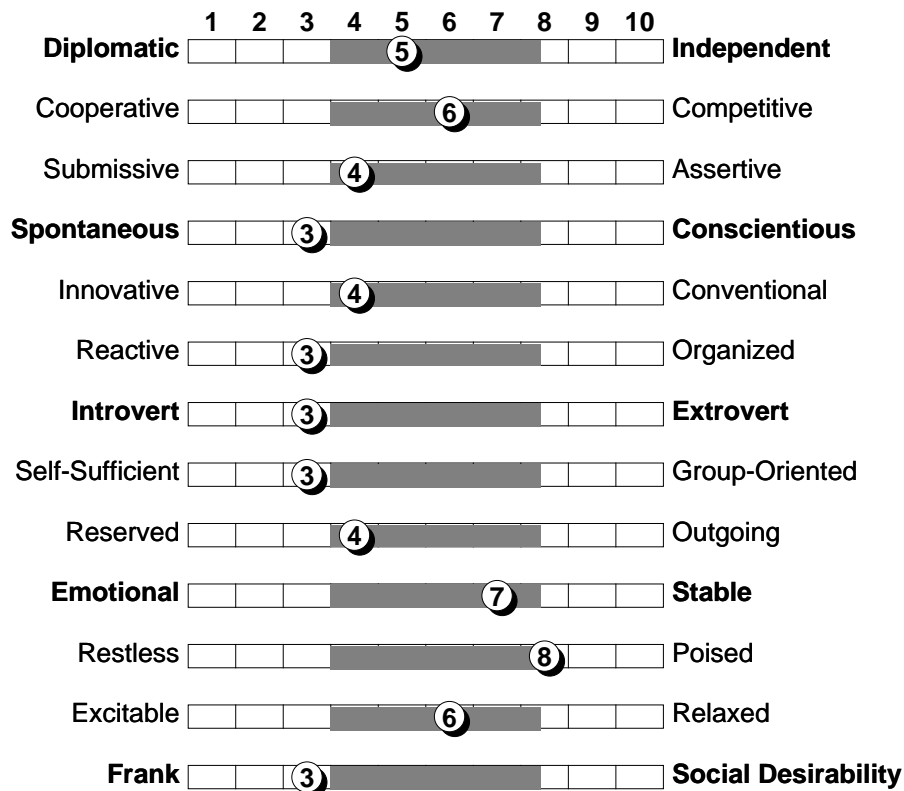
The assessment scores from a large sample of the population, when graphed, creates a bell shaped curve as shown in the diagram to the right. The bell curve can be divided into ten equally wide dimensions called standard tenths or stens. The 1 to 10 scoring scale is used throughout the CoachView Assessment. Approximately 16% of the population will have sten scores in the 1-3 ranges and 16% in the 8-10 ranges. The other 68% will score in the middle ranges 4-7.



Motivation/Interests



Personality



Each of the personality and interest dimensions displayed above are examined in more detail in the next section of the report that describes your Individual Characteristics.

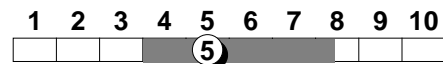
Individual Characteristics

For: Ms. Mary Sample

This section of the report provides more detailed information on each of the interests and personality dimensions shown on the preceding graph. First is a review of your responses to three recognized interest scales, working with people, working with data and working with things. This is followed by an examination of twelve personality dimensions which are based on four established major personality scales, independence, conscientiousness, extroversion and stability (ICES). These major scales provide a measure of the overall structure of personality. Each of the major scales is supported by two related minor scales that provide a richer description of personality. The examination of the personality scales is followed by a social desirability scale which checks for consistency in the responses to the questions in the personality section of the CoachView Assessment. For more information on the origin and development of the CoachView Assessment interests and personality scales, see the website for the CoachView Assessment at www.coachview.com or the publishers website at www.viewai.com.

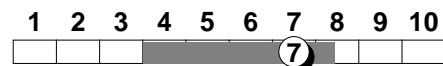
Working with People

Your score reveals that you are interested in working with people. Because your motivation to work with others is moderate, you are likely to be equally competent for both social and solitary tasks. However, you will probably be most productive if you have some time and space to work alone. Regarding communication, you may prefer telephone calls, e-mail, teleconferencing, or virtual gatherings rather than face-to-face meetings.



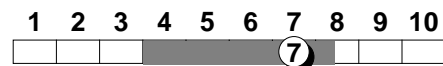
Working with Data

Are you enthusiastic about facts and figures? You are probably aware that you usually have a ready grasp of information in any form: numbers, words or symbols. As you may have expected, your assessment reveals that you have an above average interest in working with data. Considering your positive motivation, you will likely put extra effort into information-based tasks such as scheduling, data analysis, paperwork, and maintaining records.



Working with Things

Equipment, whether it's a simple hand tool or a complex computer, probably appeals to you. Your results show a good interest in working with inanimate objects such as machinery, electronic devices, and other types of equipment. You will likely take a hands-on approach to designing, managing or working with things. Because you prefer mechanized tasks, you should have little or no difficulty accepting new technology.

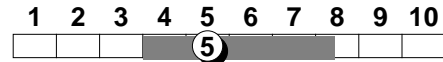


Individual Characteristics

For: Ms. Mary Sample

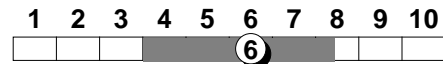
Diplomatic / Independent

To achieve a goal, you can occasionally be an individual competitor, even slightly argumentative. In other situations, you may be more concerned with maintaining team spirit and coordinating team effort. This means that you are good at getting things done while taking into account the needs of others. Also, because you generally avoid controversy, you might adhere rigorously to company policy. Your co-workers probably recognize that you have a good blend of ambition and diplomacy.



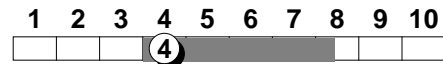
Cooperative / Competitive

Your score implies that you are a mildly competitive person who strives for success while preserving accord within the group. For the most part, you will balance your own achievements with the need to maintain helpful relationships with others. Although you are somewhat ambitious and may enjoy being a front runner, your will-to-win almost never interferes with corporate goals.



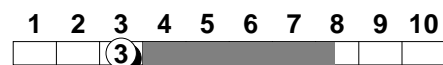
Submissive / Assertive

You tend to be tactful and willing to compromise. While you are not likely to overpromote yourself or your ideas, you can be mildly assertive when necessary. Your usual tact and helpfulness make you well able to deal with many personnel issues, but do you prefer to avoid controversy? You may have to overcome your usual concern for others' comfort when giving directions or resolving conflict.



Spontaneous / Conscientious

Flexible and fairly responsive to change, you may do well in crisis management but mundane tasks could be more trying for you. You are likely to be comfortable in a less structured environment and you probably prefer more free-form work habits. Being spontaneous, there could be times when you consider disregarding corporate policy and procedures.

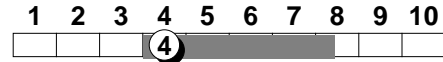


Individual Characteristics

For: Ms. Mary Sample

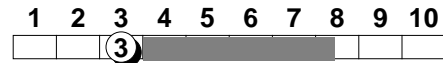
Innovative / Conventional

When dealing with change or transition, you generally take a balanced approach and you are sufficiently conventional. Occasionally, you may want to bend the rules or devise a new strategy to meet a deadline or assist a co-worker. While this "on the fly" tactic can be productive, in other circumstances, you can use orthodox methods for more predictable results.



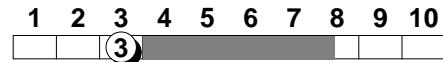
Reactive / Organized

Your assessment suggests that you are creative and intuitive. You usually prefer to react to events rather than to plan for them. While this attitude may yield original, even profitable solutions, it might also result in overlooked details, missed deadlines, or incomplete records. You like to focus on the overall picture and, if possible, leave technicalities to someone else.



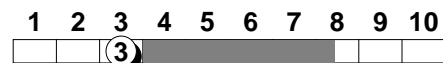
Introvert / Extrovert

Do you more often prefer to associate with only a few people in a quiet, calm environment? You are probably aware that, in most groups, you are usually an observer rather than the center of attention. Your tendency to introversion could be a positive factor for teamwork, especially if the group is relatively small.



Self-Sufficient / Group-Oriented

With relatively low need for company, you likely prefer to work quietly on your own. While you may tend to avoid large group activity in a busy environment, you can work with others but you do not feel a need to do so. To be fully productive, you probably require privacy to reflect and plan without the intrusion of social activity. Given your strong self-sufficiency, you are well-adapted to work in considerable isolation.

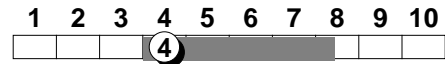


Individual Characteristics

For: Ms. Mary Sample

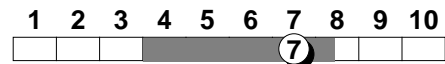
Reserved / Outgoing

Fairly quiet and reserved, you do not need constant social contact but you can enjoy working with others. If circumstances occasionally require you to be outgoing, you can respond well as long as this is a temporary or short-duration demand. While generally more comfortable with routine tasks, you will like the challenge of some ad hoc assignments, especially if these involve working with familiar people.



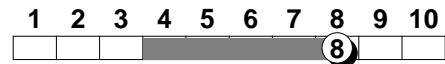
Emotional / Stable

Your score implies that you are usually calm and easygoing and emotionally stable. Being well able to handle normal stress helps you to deal efficiently with staff predicaments, career setbacks, or unrealistic expectations of supervisors or subordinates. You can be wary of other's motives, however, and would likely react appropriately to anyone who tried to take advantage of you.



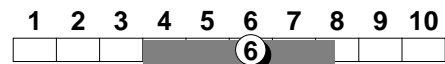
Restless / Poised

Do you find that you are usually calm and unruffled, even under pressure? Your assessment suggests that you cope well with pressure. You probably tend to be tough-minded when dealing with criticism and rejection, too. For the most part, you maintain your composure even if embarrassed or upset because you are aware of stress but not deterred by it. Subordinates and peers alike will appreciate your poise in all but the most trying circumstances.



Excitable / Relaxed

Moderately sensitive to stress, you will be collected and patient in most situations. If others interfere with your work and things are not going well, you may complain a little but you will strive to recover your equanimity. You will tend to accept people at face value but you will also maintain an appropriate level of skepticism.

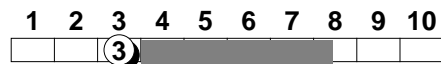


Individual Characteristics

For: Ms. Mary Sample

Social Desirability

You accept your own flaws and appear more willing than most to recognize them. You have likely presented a frank, if somewhat negative, picture of yourself in this assessment.



Approach to Work

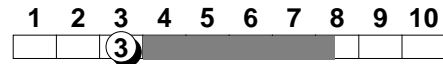
For: Ms. Mary Sample

This section of the CoachView report provides information on your responses to a number of work related subjects or situations. Each of the Approach to Work scales is derived from one or a composite of the personality scales reviewed in the Total Person and Individual Characteristics sections of this report. The information in this section should provide a better understanding of your natural approach to several significant work situations or requirements that are experienced in various types of employment.

Focus on Work

WORKS TO LIVE (1) vs. LIVES TO WORK (10):- The Focus on Work scale provides information on the importance of work to you. Some see work as a means to an end while others define themselves by their work.

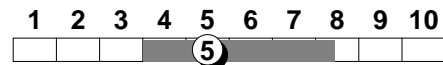
Your career is a means to an end, not a defining characteristic of your life. If there is a conflict between home and work, your personal life usually takes priority. Home, family and leisure activities are very important to you and probably help you to deal with a greater variety of business problems.



Approach to New Ventures

CAUTIOUS (1) vs. OPTIMISTIC (10):- This scale distinguishes those who approach new ventures or issues with caution from those who approach new ventures with optimism.

You are a well-grounded individual who is inclined to hold some pessimistic views. Although you could be uneasy about voicing negative opinion, you would not hide your concerns. Given your regard for consequences, you will proceed cautiously with new and potentially risky ventures. You recognize that there are dangers in the business world but it is largely an exciting, rather than hostile, place for you.



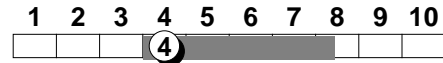
Approach to Work

For: Ms. Mary Sample

Leadership Style

DEMOCRATIC (1) vs. COMMANDING (10):- Leadership Style is measured from 1 for those who prefer a nurturing style of leadership to 10 for those who are naturally inclined to a more demanding style.

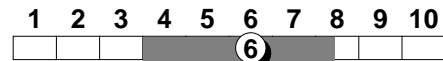
You have a nearly balanced approach to leadership with a moderate inclination to be the "guide on the side." When gentle direction is needed, you will function as a democratic leader. On the other hand, in a crisis, you can take command, get out in front, and exhort the team to do the right things in the right way at the right time.



Preference for Change

LIKES ROUTINE (1) vs. LIKES CHANGE (10):- This scale identifies where you fit in the continuum between a structured environment with a fixed routine and a dynamic fast changing working environment.

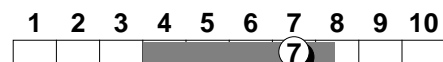
Generally in favour of challenge and change, you still like to preserve some order and regularity. Similarly, you like an efficient organization but chafe under narrow guidelines. If you are free to develop new concepts, you can do routine work very well. You will react proactively to change and adapt readily to new trends, given that these are improvements. You do not value change simply for its intrinsic excitement.



Approach to Conflict

FORCEFUL (1) VS. ACCOMMODATING (10):- This scale distinguishes those who are forceful in their approach to conflict from those who avoid conflict by being accommodating.

For the most part, you prefer an indirect, neutral approach to conflict and this is usually effective for all parties concerned. Your approach will tend to be accommodating and based on your very good soft skills. When pressed, however, you can take a harder, more vigorous approach and will only occasionally be worn down by the impact of others.



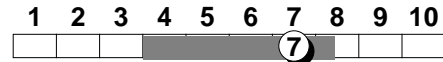
Approach to Work

For: Ms. Mary Sample

Compensation Preference

FIXED SALARY (1) vs. COMMISSION/BONUS (10):- The Compensation Preference scale identifies whether you are more motivated to work for a secure salary or performance based remuneration.

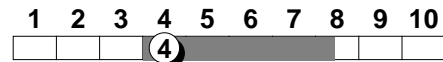
You enjoy gambling on performance goals, but you also want some regular income. A modest salary with a good bonus or commission plan should suit you well. If most of your compensation is steady income rather than profit-sharing or performance-based earnings, you will need some support to accept this. While enjoying the excitement of incentive-based earnings, you will not risk things of real importance. You like the challenge of new ventures as long as you can think things through and be ready for potential problems.



Approach to Self Promotion

RELUCTANT (1) vs. ASSURED (10):- People who score 1 on this scale are reluctant to put themselves forward while those who score 10 are extremely assured.

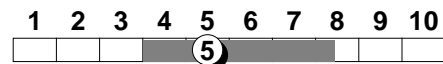
When you are comfortable with your audience, you are good at putting yourself forward. In some instances, however, you truly believe in yourself but others might see you as vaguely tentative or unsure. You are probably more at ease when you can do a "faceless" presentation via teleconferencing or e-mail, but thorough preparation for live encounters will build your confidence and allow you to do your best work.



Approach to Risk Taking

CAREFUL (1) vs. DARING (10):- This Approach to Risk scale is measured from 1 for avoidance of risky behavior to 10 for willingness to engage in risk.

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



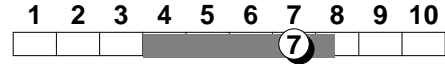
Approach to Work

For: Ms. Mary Sample

Approach to Listening

CONTROLLING (1) VS. SYMPATHETIC (10):- The Approach to Listening scale is measured from 1 for a person who tends to dominate a conversation to 10 for a person who is an exceptionally sympathetic listener.

You often provide a sympathetic ear and encourage others to open up. While you tend to be a more passive listener, you will occasionally stimulate debate. Good listening requires active involvement, questioning, paraphrasing, probing for complete understanding--and you may sometimes hesitate to be so assertive. Unless you can manoeuvre others into discussing difficult issues, you may not be able to deal effectively with controversy. Further development of your active listening skills may be beneficial.



Validity

For: Ms. Mary Sample

The rules for identifying patterns of responses in the Personality section of the CoachView 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. Any omitted item in a scale is coded as a "B" answer. 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 person completing the assessment questionnaire had the choice of an "A", "B", or "C" for every question in the Personality section of the CoachView Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

The total number of "B" responses chosen for this report was: 8

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 CoachView Assessment can be considered accurate and reliable.