



CONFIDENTIAL REPORT

(CANDIDATE'S COPY)

for

Ms. Jane Sample

April 07, 2003

REQUESTED BY:

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UNDERSTANDING THIS REPORT

The Purpose of This Report

The TotalView Corporate Coach report provides information that will assist your Coach in understanding your unique profile. It can also provide you with 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 TotalView Corporate Coach Assessment. The TotalView Corporate Coach Assessment is comprised of the personality and interests inventories from the valid and reliable ICES Plus Assessment, a psychometric test battery developed in the early 1990's by View Assessments International 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 assessment products including the TotalView Assessment System. Those products have been used to assess more than one million people in North America alone. For more information about the ICES Plus Assessment, or other View products, see www.totalviewssystem.com.

Recommendation

We ask that you review this Assessment carefully, particularly 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. Jane Sample

You have balanced, average interests in working with people and data. You have little motivation to work directly with material objects such as tools or machinery. Any equipment you operate should be relatively simple and reliable, as you are not mechanically inclined. You will generally choose to solve problems by accumulating and processing information, and by interacting with other people.

You are a strong team player who enjoys individual recognition. Competitive and highly assertive, you are extremely direct and say exactly what you think. At times, your willingness to confront can seem argumentative, but you still value cooperation and will seek to collaborate with, rather than browbeat your opponents. You are most comfortable when controlling the situation and, when you have a personal interest in the events at hand, it may be difficult for you to let go of authority.

You are an original and innovative thinker. As far as you are concerned, the rules are subject to interpretation, and unforeseen developments are more likely to stimulate than intimidate. You will often seek new ways to solve problems rather than follow established methods. Although preferring to act spontaneously, you are reasonably well organized and tidy. You can make plans and work in a controlled manner, but you are not upset if you have to abandon those plans to cope with unexpected events. New developments and a changing work environment stimulate you.

You are easygoing and companionable, but your need for attention also varies with your mood and the circumstances. With familiar people, you will be conversational and outgoing, and sometimes you seek to be the center of their attention. At other times, you would rather work anonymously. Your desires for privacy and for company are evenly balanced. As a team member, you will contribute readily, but you need time alone to reflect on your efforts and plan your offerings. Most often, you will work unobtrusively, without drawing attention to yourself or your efforts. You are not bored by routine tasks but you prefer some variety.

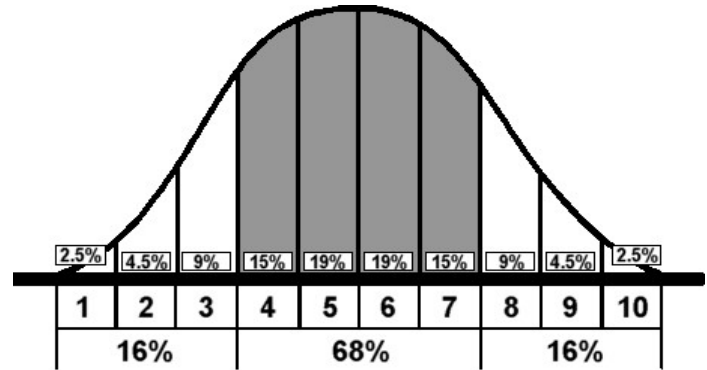
Usually calm and unruffled, you will be upset by prolonged stress or exceedingly demanding tasks. In these conditions, you will be irritable, although you will strive to regain your composure. Because you find it difficult to trust others, you are easily embarrassed. You are particularly sensitive to anyone trying to take advantage of you. You may take setbacks personally. Because of these attitudes, you may not be objective and rational if involved in a personal dispute. You will likely worry about the demands of a high-pressure job. You will be tense when stressed and may find it hard to unwind after the workday ends.

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

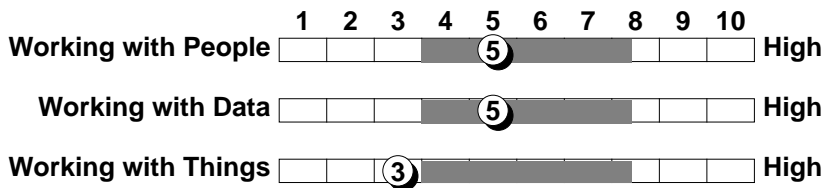
Total Person Description

For: Ms. Jane Sample

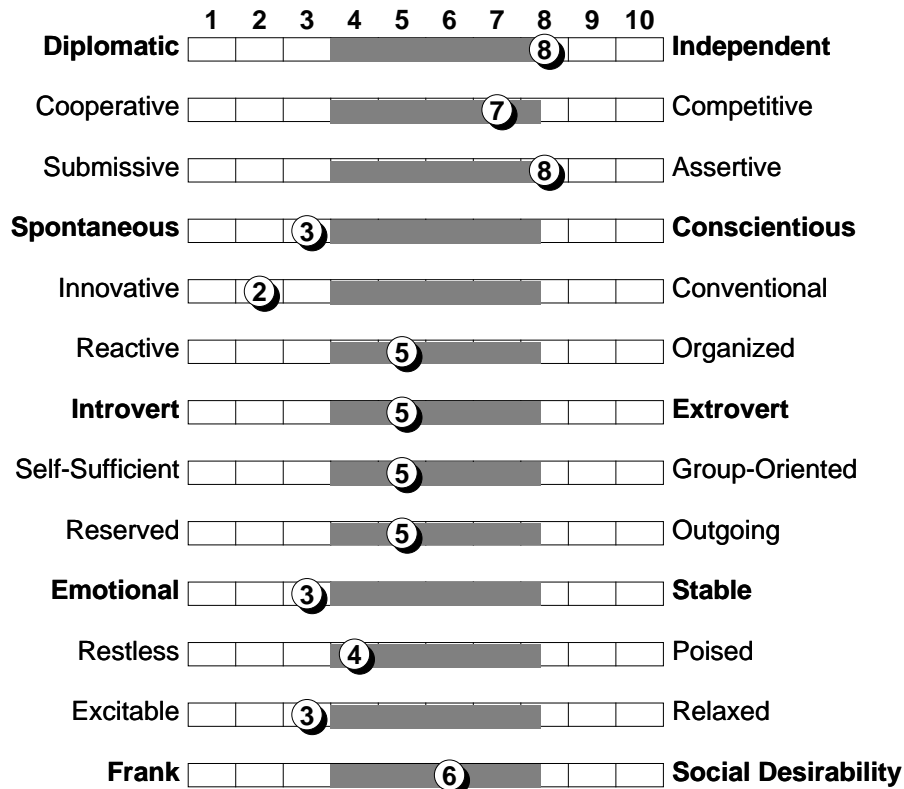
The assessment scores from a large sample of the population, when graphed, creates a bell shaped curve as shown in the diagram to the right. The bell curve can be divided into ten equally wide dimensions called standard tenths or stens. The 1 to 10 scoring scale is used throughout the TotalView Corporate Coach 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.

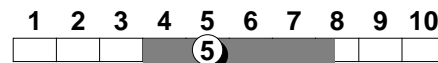
Individual Characteristics

For: Ms. Jane 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. For more information on the origin and development of the interests and personality scales, see www.totalviewssystem.com.

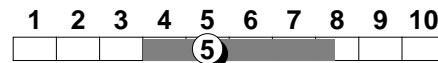
Working with People

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.



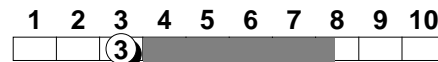
Working with Data

Are you generally comfortable with facts and figures? You are probably aware that information is a tool that you can use fairly well. As you may have expected, your assessment reveals that your interest in data is moderate. Considering your motivation, you will likely put sufficient effort into scheduling tasks, managing paperwork, and maintaining records. While you may use and understand data analysis with little difficulty, your moderate interest in working with data means that you will likely keep a balanced view of business reports.



Working with Things

It's unlikely that inanimate objects have much appeal for you. Your results show that you are only mildly interested in working with machinery, tools, and equipment. However, this slight motivation to work with things could be an advantage: you may be inclined to delegate hands-on work and leave yourself free for more thoughtful tasks.

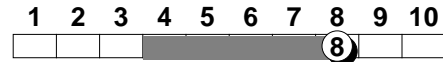


Individual Characteristics

For: Ms. Jane Sample

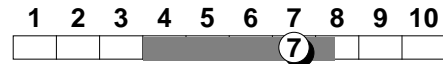
Diplomatic / Independent

Tending to act independently, you are determined to win and to reach goals. With your firm convictions, you are usually ready to argue for your own point of view and you may be skeptical of debate if your adversaries are less committed than you are. Co-workers may view you as hard-headed but you still believe in team effort and will not knowingly alienate others. Both ambitious and considerate, you can be entirely competent if you apply the right trait at the right time.



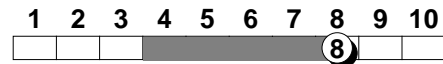
Cooperative / Competitive

Your score implies that you are a competitive person who plays hard to win. For the most part, you can accept compromise between your own achievements and the need to maintain helpful relationships with others. Although you are ambitious and you may prefer to be a front runner, your will-to-win only rarely interferes with corporate goals.



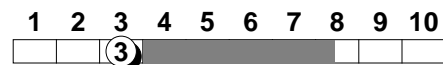
Submissive / Assertive

You are often straight forward, assertive and outspoken. You usually respect other opinions, but do you avoid confrontation? Probably not. Your scores indicate that you are self-confident enough to take control when necessary but you will still be diplomatic. These are good qualities for leadership.



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.

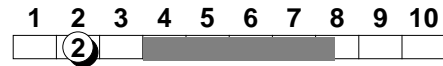


Individual Characteristics

For: Ms. Jane Sample

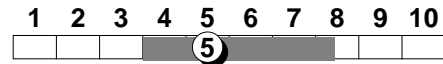
Innovative / Conventional

Believing that rules can be interpreted loosely, you are unusually innovative and flexible. You probably seek new solutions to problems rather than following traditional methods. While this can be a good approach to many issues, it may detract from your co-workers' perceptions of your performance if you appear overly casual about guidelines or regulations.



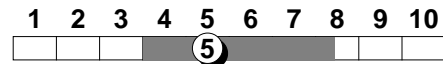
Reactive / Organized

Your assessment suggests that you value organization and structure yet you generally cope well with change and disruption. Most often you can find the right balance between administrative tasks and professional objectives. While you may prefer to think things through before responding to unforeseen events, you will not drag your feet when a quick reaction is necessary.



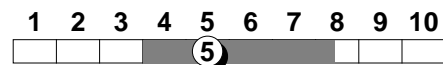
Introvert / Extrovert

Do you enjoy meeting people yet you still like some time and privacy to work alone? You are probably aware that you have a slight preference for working on your own and, much as you enjoy being with a group, you don't often seek to be the center of attention. For the most part, you will balance your need for companionship with the need to work alone. Your score implies moderate levels of enthusiasm and liveliness and you can contribute easily to social interaction.



Self-Sufficient / Group-Oriented

With your balance of self-sufficiency and group orientation, you can work quietly on your own yet you can also function well in a group in a lively environment. To be fully productive, you probably require some private time and space to reflect and plan. Similarly, when you set your own goals for accomplishment, you will be more motivated to reach corporate objectives, especially if these achievements are recognized by the group.

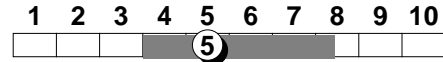


Individual Characteristics

For: Ms. Jane Sample

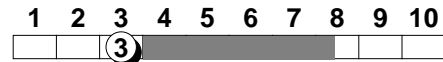
Reserved / Outgoing

Being nearly equally reserved and outgoing, you do not need constant social contact but you enjoy working with others. If circumstances require you to be outgoing, you can respond well as long as this is a temporary or short-duration demand. While routine tasks may have a little more appeal, you will like the challenge of some ad hoc assignments, especially if these involve working with familiar people. Reasonably traditional in outlook, you will readily maintain confidentiality and standard etiquette with other employees.



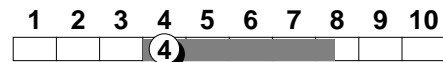
Emotional / Stable

Your score implies that you are sometimes wary of new people and new situations, but your tendency toward skepticism can work to your advantage because you are not easy to fool. Unfortunately, you may also suffer more than others when faced with adversity. While you might seem to take mishaps in stride, you could be hiding your sensitivity.



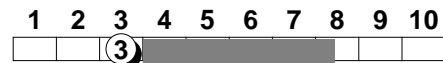
Restless / Poised

Do you find that, while generally composed, you can be upset by prolonged stress or exceedingly demanding tasks? Your assessment suggests that, while your poise may be threatened, you can usually maintain a business-like attitude. If involved in a personal dispute, however, you could find it difficult to remain objective. While these adverse situations may not occur frequently, you should be prepared for them.



Excitable / Relaxed

In stressful situations, you may tend to be moderately anxious and excitable. If others do not share your sense of urgency, you could become somewhat suspicious and agitated, but you will strive to keep a business-like attitude. Given these inclinations, you will probably enjoy more job satisfaction if you are not exposed to unduly long periods of high pressure.

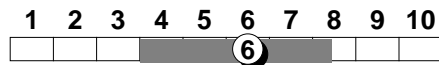


Individual Characteristics

For: Ms. Jane Sample

Social Desirability

You seem well aware of social rules and expectations and generally conform to them. You have presented a frank and fair picture of yourself in this assessment.



Approach to Work

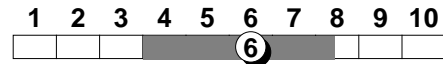
For: Ms. Jane Sample

This section of the TotalView Corporate Coach 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.

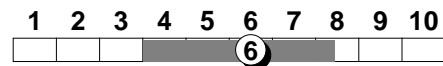
Work is very important to you but not at the expense of home or family. If conflicts arise between home and work, your personal life will sometimes take priority. Long or irregular working hours could be inconvenient for you. Leading a full social and business life, you may sometimes be overextended but the social skills you develop in your leisure activities should translate well to business.



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.

Because you are largely enthusiastic about new ventures, you generally see the business world as having more opportunities than dangers. You tend to react reasonably quickly to problems and will consider new methods to boost performance and productivity. You realize, however, that singular actions can have negative consequences. As a result, you must be convinced that new practices are timely and effective.



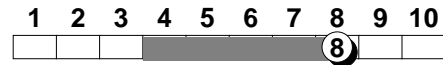
Approach to Work

For: Ms. Jane 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.

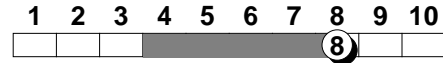
You are good leader for crisis management: you tend to be explicit and moderately demanding, and you strive for timely, accurate results. If your work is continually in transition or if there is a lot of conflict in the workplace, this style will be practical. However, most work situations demand some give-and-take. You may want to vary your approach and use a more interactive, democratic style when necessary.



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.

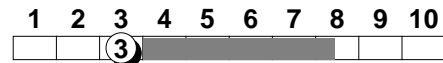
You usually enjoy change and value innovation. Given mundane tasks, you will look for new ways to deal with routine work. You prefer to take control of events and will react proactively to new trends. You may tend to seek change for its inherent excitement, rather than because it is strictly necessary.



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.

You tend to be reasonably forceful and direct in your approach to conflict. Secure in your own self-concept, you readily engage in debate and confrontation, and will only occasionally be worn down by the impact of others. While your vigorous approach probably gets good results most of the time, you may need to temper your initiative in emotionally-charged situations. If feelings are running high, a more moderate, accommodating style could be more effective.



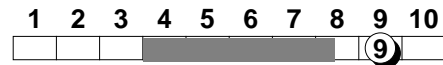
Approach to Work

For: Ms. Jane 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.

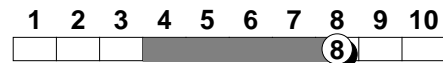
You prefer striving for profit-sharing or performance-based remuneration rather than being on salary. You enjoy taking chances and like the excitement of incentive-based bonus. Given a compensation package largely or exclusively salary, you will need support to see the value in this. Keep in mind that you will find ways to get around obstacles, even if that requires bending the rules. You do not always count the costs and can be a demanding leader.



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.

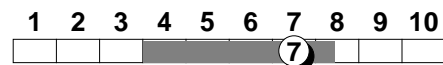
When selling your own ideas or products, you tend to do well. You have little hesitation about putting yourself forward and you will be nicely committed to your own views. While this above-average level of assurance is good for most endeavors, you may need to "rein in" a little when negotiating or collaborating with less outspoken people. Without ever intending to, you could overwhelm others with your positive self-image.



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.

You may prefer rather swift and irregular solutions, but you will always curb this tendency if circumstances demand sound planning. You are slightly inclined to operate on the premise that "the end justifies the means," but you rarely behave recklessly. Generally, you will avoid reflexive decisions and will want to balance risks with benefits. Clients will approve your willingness to make quick decisions and your ad hoc approach to problem-solving.



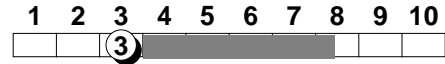
Approach to Work

For: Ms. Jane 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 tend to get caught up in enthusiasm for your own ideas and this can result in little opportunity for others to express their thoughts. Being outspoken and self-confident, you may well talk too much without realizing that this stifles contribution from the team. If peers or subordinates are strident, you may hear only their tone and miss their meaning. You could benefit from using more active listening skills such as paraphrasing, questioning, and neutral repetition. Setting specific goals to promote more dialogue would increase the involvement/inclusion of others.



Validity

For: Ms. Jane Sample

The rules for identifying patterns of responses in the Personality section of the TotalView Corporate Coach 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 TotalView Corporate Coach 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: 11

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 TotalView Corporate Coach Assessment can be considered accurate and reliable.