



CONFIDENTIAL REPORT

(COACH'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 a Coach in understanding Jane Sample's unique profile. It can also provide Ms. Sample with a better understanding of herself. The report provides insight into Jane Sample's personality profile and important work related characteristics. It is intended to assist the coaching or mentoring relationship by providing a starting point for meaningful discussion about Ms. Sample's 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 Jane Sample.

The TotalView Corporate Coach Assessment is specifically designed to provide general work related information that will initiate a positive and effective coaching or mentoring experience. It is not intended for use in screening, selection, succession planning or other human resource management functions. The TotalView Assessment System, with its sophisticated job benchmarking features, would be the appropriate assessment product to address such human resource functions. For more information on the TotalView Assessment System, see www.totalviewssystem.com.

Where Does The Information in This Report Come From?

The information in this report is derived from Jane Sample's 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, the TotalView Corporate Coach Assessment or the TotalView Assessment System, see www.totalviewssystem.com.

Recommendation

Both the Coach and the Coaching Candidate should read their copies of this Assessment carefully. We generally recommend the Candidate be encouraged to have her Assessment reviewed by a spouse or personal friend. Candidates are sometimes surprised to find the Assessment presents such an accurate profile.

Total Person Description

For: Ms. Jane Sample

Ms. Sample has balanced, average interests in working with people and with data. She has little motivation to work directly with material objects such as tools or machinery. Any equipment she operates should be relatively simple and reliable, as she is not mechanically inclined. She will generally choose to solve problems by accumulating and processing information, and by interacting with other people.

Ms. Sample is a strong team player who enjoys individual recognition. Competitive and highly assertive, she is extremely direct and says exactly what she thinks. At times, her willingness to confront can seem argumentative, but she still values cooperation and will seek to collaborate with rather than browbeat her opponents. She is most comfortable when controlling the situation and, when she has a personal interest in the events at hand, it may be difficult for her to let go of authority.

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

Jane Sample is easygoing and companionable, but her need for attention also varies with her mood and the circumstances. With familiar people, she will be conversational and outgoing, and sometimes she seeks to be the center of their attention. At other times, she would rather work anonymously. Her desires for privacy and for company are evenly balanced. As a team member, she will contribute readily, but she needs time alone to reflect on her efforts and plan her offerings. Most often, Ms. Sample will work unobtrusively, without drawing attention to herself or her efforts. She is not bored by routine tasks but she prefers some variety.

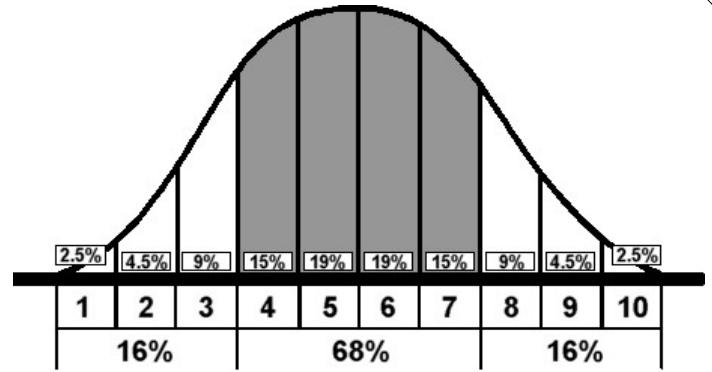
Usually calm and unruffled, Ms. Sample will be upset by prolonged stress or exceedingly demanding tasks. In these conditions, she will be irritable, although she will strive to regain her composure. Because she finds it difficult to trust others, she is easily embarrassed. She is particularly sensitive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

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

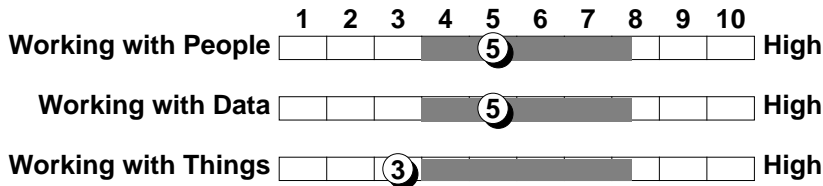
Total Person Description

For: Ms. Jane Sample

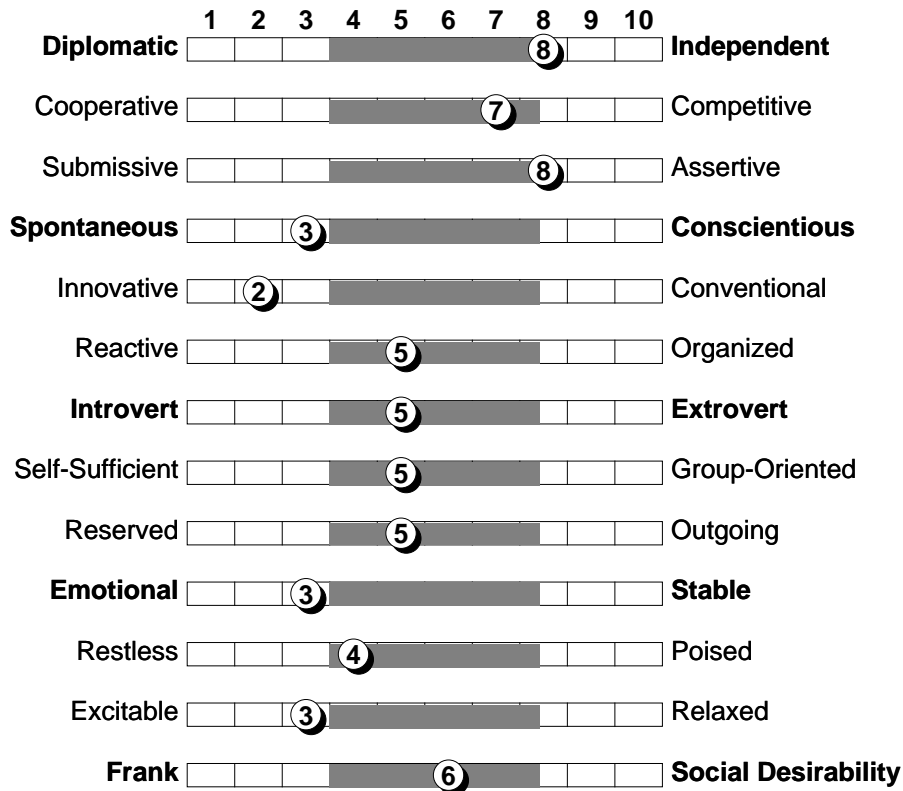
The assessment scores from a large sample of the population, when graphed, creates a bell shaped curve as shown in the diagram to the right. The bell curve can be divided into ten equally wide dimensions called standard tenths or stens. The 1 to 10 scoring scale is used throughout the TotalView Corporate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

Individual Characteristics

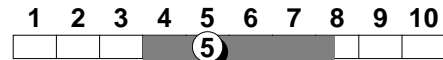
For: Ms. Jane Sample

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 Ms. Sample's 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

Jane Sample will likely focus on tasks that require less work with people or more detached relations with others. While she would not avoid social contact, she is inclined to downplay interpersonal relations. This slightly below average interest in people is a positive factor for solitary work and remote social contact. If key tasks require face-to-face contact with people, building up her moderate interest in others would increase her job satisfaction.

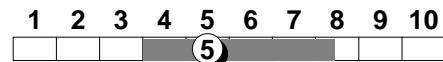
COACH'S TIP: You may want to explore how Jane Sample perceives work. She may view social contact at work as less important than solitary effort. If so, coaching might be as simple as helping her to appreciate personal contact as a vital part of her job. You may want to model social interest to encourage this in Ms. Sample. If strong interest in working with people is required, Jane Sample could be advised to study group dynamics, body language, and active listening.



Working with Data

Jane Sample has an average interest in working with data. She will put sufficient effort into organizing her schedule, doing paperwork, and preparing reports. Although not over-enthused about numbers, statistics, or accounts, she will keep a balanced view of business reports.

COACH'S TIP: If Ms. Sample's job demands zeal for working with data, you may want to encourage her to develop her interest in information by taking courses in logic, data management, or decision support strategy. On the other hand, you may decide that she only requires clear guidelines to keep data management at an appropriate level of priority.



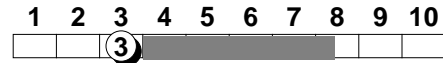
Individual Characteristics

For: Ms. Jane Sample

Working with Things

Jane Sample is only slightly interested in working with machinery, tools, and equipment. This could be an advantage in that she will be inclined to delegate hands-on work and leave herself free for more thoughtful tasks.

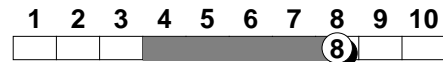
COACH'S TIP: You may want to offer Ms. Sample detailed training in the mechanical aspects of any equipment that she might have to use in presentations, seminars or other aspects of the job. If she is taking a leadership role in the use of computer tools, she will benefit from thorough training to build her confidence and proficiency. You may find that her reluctance to work with things is only due to insufficient training and a need for complete understanding of the overall assignment.



Diplomatic / Independent

Jane Sample tends to act independently. She has a strong determination to win and to reach goals, and she is often ready to argue for her point of view. She can be skeptical of debate because her convictions are firm. Subordinates may view her as hard-headed but she still believes in team effort and will not knowingly alienate others. Although she is ambitious, she can be considerate of others and is therefore entirely competent if she applies the right trait at the right time.

COACH'S TIP: Because Ms. Sample can be hard-driving and determined, you may want to focus on specific abilities such as listening skills and goal setting to ensure the most effective use of her will to win. She may particularly need support if she leads a team of a highly competitive subordinates. If so, you may want to encourage her to develop her diplomatic skills.



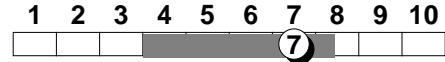
Individual Characteristics

For: Ms. Jane Sample

Cooperative / Competitive

Jane Sample describes herself as a competitive person who plays hard to win. For the most part, she can accept compromise between her own achievements and the need to maintain helpful relationships with others. Although she is ambitious and she may prefer to be a front runner, her will-to-win only rarely interferes with corporate goals.

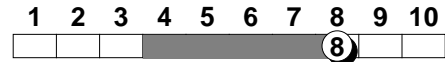
COACH'S TIP: You might consider a detailed discussion of personality profiles to make Ms. Sample more aware of her competitive traits and how these compare with the general population and those of her team. While you may not think it is necessary in the short term, if she needs to develop the cooperative side of her nature, an Outward Bound or similar team endurance course would be recommended.



Submissive / Assertive

Jane Sample is often straight forward, assertive and outspoken. She usually respects other opinions, yet is unafraid of confrontation and, given opportunity, she tends to take control. These are good qualities for leadership.

COACH'S TIP: If you see that Ms. Sample is veering toward being argumentative or domineering, you might want to show her that, while she cannot always control her peers and subordinates, she can control her response to them. Similarly, if a particular assignment calls for discretion, you may want to provide her with sensitivity training to develop her mild tactfulness.



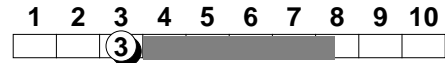
Individual Characteristics

For: Ms. Jane Sample

Spontaneous / Conscientious

Jane Sample is more comfortable in a less structured environment. Flexible and responsive to change, she should be creative in crisis management but she may not cope as well with mundane tasks. She tends to prefer unorthodox work habits.

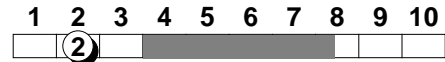
COACH'S TIP: Because Ms. Sample is so spontaneous, you may find that she is tempted to disregard corporate policies or procedures. If this behavior becomes counter-productive, you could offer self-help materials on impulse control. Similarly, if you perceive that her unorthodox work habits are tending to sloppiness, you might conclude that training in planning and time management would be beneficial.



Innovative / Conventional

Jane Sample is unusually innovative and flexible, believing that rules can be interpreted loosely. She will seek new solutions to problems rather than following traditional methods. While this can be a good approach to many problems, it may detract from her leadership ability if she appears overly casual about guidelines or regulations.

COACH'S TIP: If Ms. Sample works in a highly structured environment, you may want to reinforce the value of due process and the importance of company procedures and policies. Alternatively, if Ms. Sample is in a fast-paced, ever-changing job with few guidelines, you may only need to act as a sounding board for her new ideas.



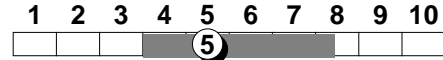
Individual Characteristics

For: Ms. Jane Sample

Reactive / Organized

Although Jane Sample values organization and structure, she generally copes well with change and disruption. Most often she can find the right balance between administrative tasks and professional objectives. While she may prefer to think things through before responding to unforeseen events, she will not drag her feet when a quick reaction is necessary.

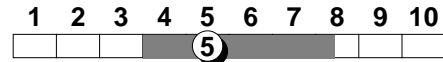
COACH'S TIP: If Ms. Sample's job warrants very fast reactions, you might emphasize flexibility and help her to set priorities so that she can respond even more speedily. Also, if she has key tasks which require intense attention to technicalities, you may want to encourage her to develop her existing organizational skills to a greater level.



Introvert / Extrovert

While Jane Sample enjoys meeting people and being with a group, she does not draw attention to herself and may have a slight preference for working on her own. She shows moderate levels of enthusiasm and liveliness and she can contribute easily to social interaction. For the most part, she will balance her need for companionship with the need to work alone.

COACH'S TIP: Ms. Sample's people skills are likely to be good enough for most interactions but, if she will have to deal with frequent and possibly emotionally-charged meetings, you could consider activities such as public-speaking (which develops social and verbal skills) or even a short course in facilitation. Alternatively, if she has many repetitious or mundane tasks requiring solitary effort, you could build on her mild preference to work alone.



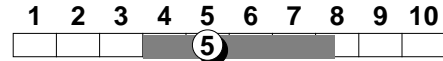
Individual Characteristics

For: Ms. Jane Sample

Self-Sufficient / Group-Oriented

Jane Sample is self-sufficient enough to work alone, but she can also function well in a lively environment. When she sets her own goals for accomplishment, she will probably be more motivated to reach corporate objectives, especially if these achievements are recognized by the group.

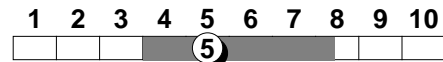
COACH'S TIP: If Ms. Sample usually works with others in an open plan setting, you may find that her average appreciation of teamwork can be readily increased by studying group dynamics and role recognition. Also, adding working lunches and informal meetings to her schedule could enhance her people skills. On the other hand, she may need your support if she has an excessive number of monotonous and/or exacting tasks to be performed in isolation.



Reserved / Outgoing

Being nearly equally reserved and outgoing, Jane Sample does not need constant social contact but she does enjoy working with others. She will deal well with routine tasks but will want some variety in her work. Reasonably traditional in outlook, she will readily maintain confidentiality and standard etiquette with other employees.

COACH'S TIP: If more forceful leadership is called for, you might want to advise an Outward Bound type of endurance course. Alternatively, if many of Ms. Sample's assignments require restraint and formality, you can readily build on her inclination to be reserved.

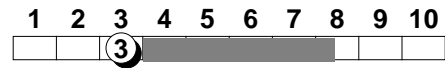


Individual Characteristics

For: Ms. Jane Sample

Emotional / Stable

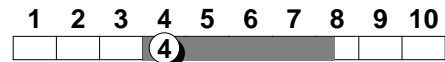
Sometimes wary of new people and new situations, Jane Sample's latent skepticism can work to her advantage because she is hard to fool. Unfortunately, she may suffer more than others when faced with adversity. While she might seem to take mishaps in stride, she could be hiding her sensitivity.



COACH'S TIP: Ms. Sample may cope well with most on-the-job problems but if she appears to be having difficulty with job stress, you might consider auto-suggestion to build confidence, stress management, and physical exercise to ease tension.

Restless / Poised

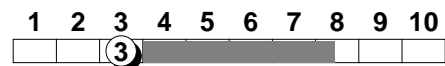
Generally composed, Jane Sample may be upset by prolonged stress or exceedingly demanding tasks. If involved in a personal dispute, she could find it difficult to remain objective. While these adverse situations may not occur frequently, she should be prepared for them and she will strive to remain rational.



COACH'S TIP: If Ms. Sample seeks your assistance, you might want to suggest courses in stress and anger management. Relaxation techniques, such as breathing exercises which can be done on the job, might also be beneficial.

Excitable / Relaxed

In stressful situations, Jane Sample tends to be somewhat anxious and excitable. If others do not share her sense of urgency, she could become suspicious and agitated, but she will strive to keep a business-like attitude. She will work better if she is not exposed to unduly long periods of high pressure.



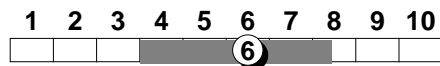
COACH'S TIP: If Ms. Sample asks for your help to reduce anxiety, you might recommend relaxation techniques, stress management, and trust exercises.

Individual Characteristics

For: Ms. Jane Sample

Social Desirability

Ms. Sample describes herself as being well aware of social rules and expectations, and generally conforming to them. She has presented a frank and fair picture of herself in this assessment.



Approach to Work

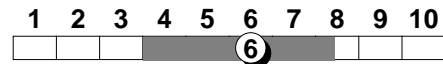
For: Ms. Jane Sample

This section of the TotalView Corporate Coach report provides information on Jane Sample's 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 Ms. Sample's 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 Ms. Sample.

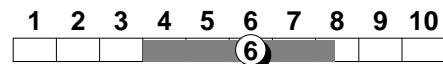
Some see work as a means to an end while others define themselves by their work. Work is very important to Jane Sample but not at the expense of home or family. If conflicts arise between home and work, her personal life will sometimes take priority. Long or irregular working hours could be inconvenient for her. Leading a full social and business life, she may sometimes be overextended but the social skills she develops in her 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 Jane Sample is largely enthusiastic about new ventures, Jane Sample generally sees the business world as having more opportunities than dangers. She tends to react reasonably quickly to problems and will consider new methods to boost performance and productivity. She realizes, however, that singular actions can have negative consequences. As a result, Jane Sample must be convinced that new practices are timely and effective.



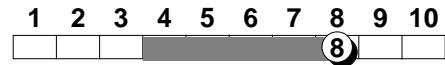
Approach to Work

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 Leadership Style.

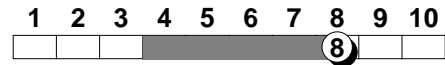
Jane Sample is good leader for crisis management: she tends to be explicit and moderately demanding, and she strives for timely, accurate results. If her work is continually in transition or if there is a lot of conflict in the workplace, this style will be practical. However, most work situations demand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



Preference for Change

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

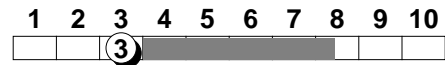
Jane Sample usually enjoys change and values innovation. Given mundane tasks, she will look for new ways to deal with routine work. She prefers to take control of events and will react proactively to new trends. She may tend to seek change for its inherent excitement, rather than because it is necessary.



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.

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



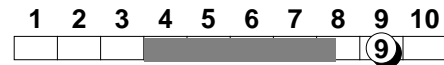
Approach to Work

For: Ms. Jane Sample

Compensation Preference

FIXED SALARY (1) VS. COMMISSION/BONUS (10):- The Compensation Preference scale identifies whether Jane Sample is more motivated to work by a secure salary or by performance based remuneration.

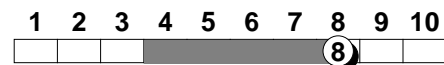
Jane Sample prefers striving for profit-sharing or performance-based remuneration rather than being on salary. She enjoys taking chances and likes the excitement of incentive-based bonus. Given a compensation package largely or exclusively salary, she will need support to see the value in this. Keep in mind that she will find ways to get around obstacles, even if that requires bending the rules. She does 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.

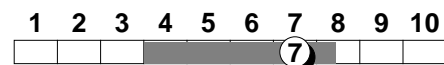
When selling her own ideas or products, Jane Sample tends to do well. She has little hesitation about putting herself forward and she will be nicely committed to her own views. While this above-average level of assurance is good for most endeavors, she may need to "rein in" a little when negotiating or collaborating with less outspoken people. Without ever intending to, she could overwhelm others with her 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.

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



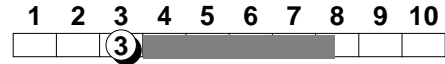
Approach to Work

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.

Jane Sample tends to get caught up in enthusiasm for her own ideas and this can result in little opportunity for others to express their thoughts. Being outspoken and self-confident, she may well talk too much without realizing that this stifles contribution from the team. If peers or subordinates are strident, she may hear only their tone and miss their meaning. She 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.