

ICES Assessment Systems

TotalView Report

- Selection
- Coaching
- Individual
- Succession Planning
- Working Characteristics

on

Ms. Summer Banks

regarding the position of

Queen of England

10/5/01

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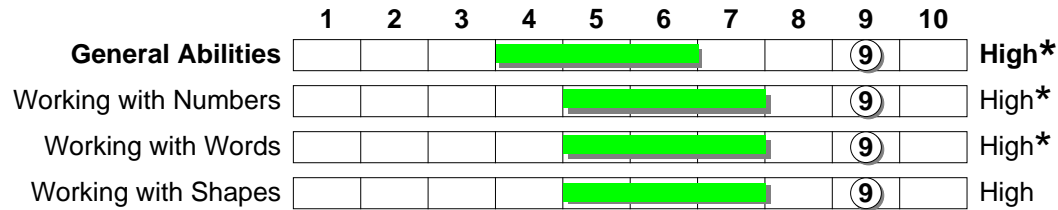


TotalView Benchmark

Summer Banks

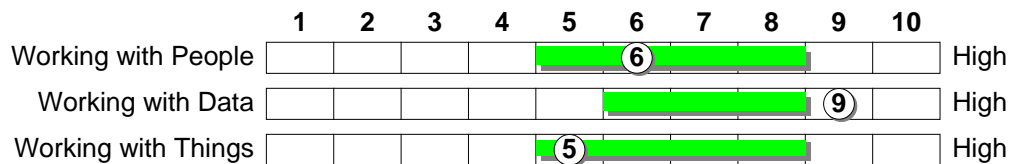
Queen of England

Abilities

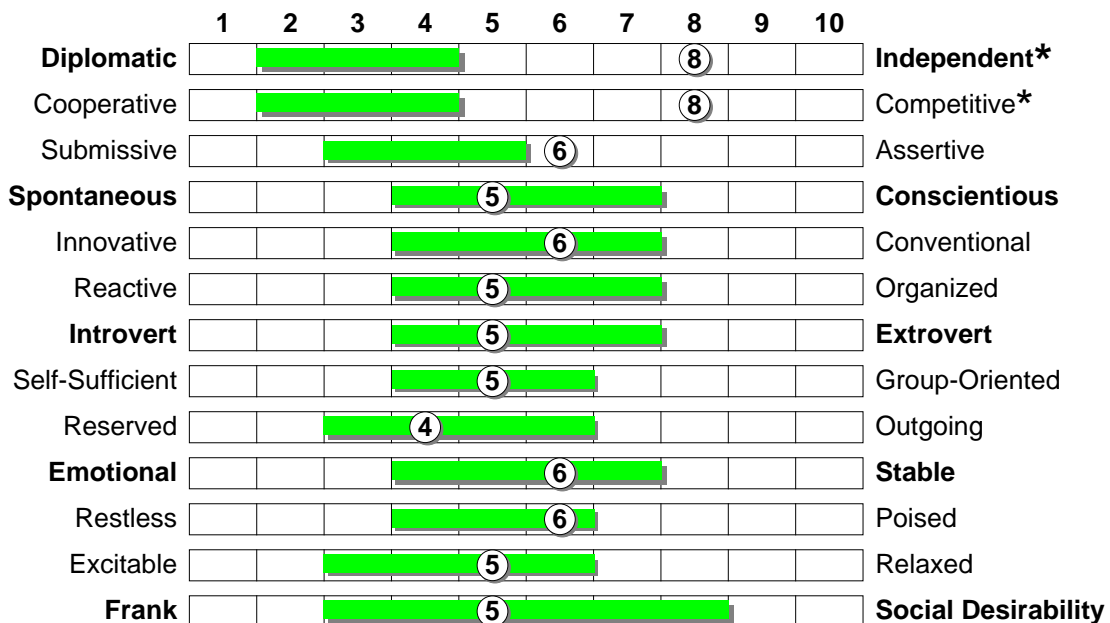


* = Critical Interview Area

Motivation/Interests



Personality



* = Critical Interview Area

A TotalView benchmark illustrates the required characteristics for this job as decided by management. The shadowed areas above graphically represent the benchmark for this Queen of England position. The number on each scale is Summer Banks's actual score. The following percentage reflects the degree of suitability of her scores when compared to this benchmark.

TotalView Job Suitability

The TotalView 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.

Benchmark Suitability

71%*

Planning the Interview

Your interview should be a formal meeting with the objective of assessing Ms. Banks qualifications for this Queen of England position. Planning for the interview should begin with an examination of any areas of confusion or concern identified in the previous steps in the selection process, including your review of her resume or reference checks. This background information, in conjunction with this report, will assist you in determining this candidate's overall suitability for this position.

How to Use the TotalView Assessment in the Interview Process

Good hiring and promoting practices require that the personality traits, interests and abilities of job candidates should be matched to those required for the job for which the candidate is being considered. This can be accomplished by creating a Benchmark of the characteristics that your experience has confirmed are required for the job and that are evident in people who may have prior success in the job. The more closely Ms. Banks scores match the Benchmark, the higher is her suitability for that specific job. Scores that are off the Benchmark should provoke closer scrutiny.

Interview questions directed to specific on-the-job conduct will improve the selection process. In most cases you should customize these questions for this particular Queen of England position. Ms. Banks responses should be clarified with further behavioral questions until you are comfortable you can make a proper decision on her overall job suitability.

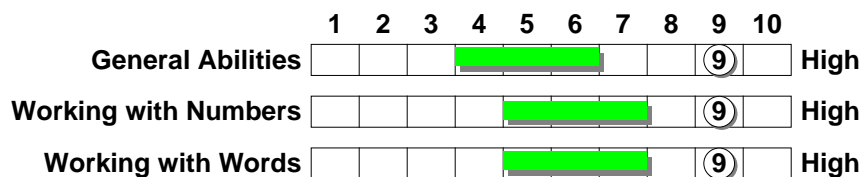
Critical Interview Questions

As part of this benchmark's design process, management resolved that certain **critical interview areas** of the TotalView sten graph are of significant importance to successful job performance. The benchmark suitability percentage score on the graph page has been modified accordingly.

The (*) adjacent to the area on the graph indicate that Ms. Banks's score on this particular benchmark has fallen in a critical interview area. As a result, the following series of questions should be **the first questions asked in your interview**.

These critical interview areas are quite significant, therefore extra effort should be taken to understand Ms. Banks's responses, and how they relate to her previous work history.

The following identify the relationship between these areas and the TotalView score.

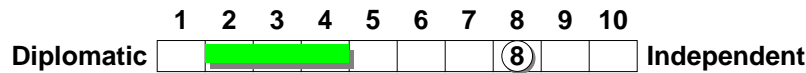


It will be evident that Ms. Banks fell on a critical for all of the dimensions of Abilities for this Queen of England position.

A score above any of the Abilities Benchmarks will not generally be detrimental to overall performance. However, consideration should be given to whether the position will provide sufficient challenge, stimulation and opportunity for Ms. Banks.

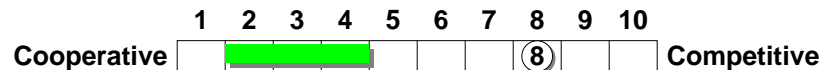
A score below any of the Abilities Benchmarks could be significant. Such results suggest Ms. Banks may have difficulty in quickly and effectively addressing and completing those aspects of the

job where she is below the Benchmark.



Summer Banks is apt to be autocratic, single-minded, and determined to win at all costs.

1. Describe a situation that you recall that explains how you lead by example.
2. What types of employee situations bother you enough to tempt you to lose your temper?
3. Give me an example of how you manage an employee who is determined to do things his or her own way.

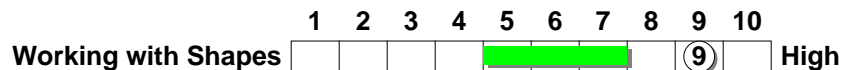


Ms. Banks plays to win and will tend to be a bad loser.

1. Describe a situation where your need to win did not demonstrate appropriate team work.
2. What goals have you set for yourself? How about for your department? Explain how these two plans can work together.
3. Please recall a management situation when your competitive nature became counter-productive.

Areas Off the Benchmark

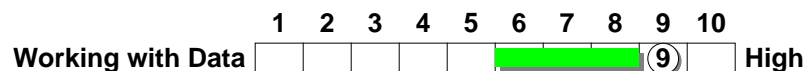
The following are areas where Ms. Banks did not match this Queen of England benchmark. A brief explanation of the score result and Benchmark is followed by suggested behavioral interview questions.



It will be evident that Ms. Banks does not fall within the Benchmarks for all of the dimensions of Abilities for this Queen of England position.

A score above any of the Abilities Benchmarks will not generally be detrimental to overall performance. However, consideration should be given to whether the position will provide sufficient challenge, stimulation and opportunity for Ms. Banks.

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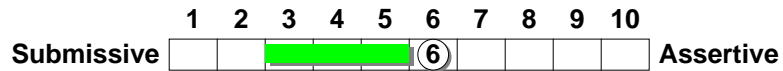
Ms. Banks indicates she has a higher than average level of interest in working with data (figures, statistics, accounts).

1. What system do you use to manage your schedule?
2. What computer software program do you feel you could not work without?
3. Describe the type of computer analysis you needed to perform your supervisory functions in the past.

The Interview

Summer Banks

Queen of England



Ms. Banks is a Queen of England who is occasionally assertive and outspoken.

1. Discuss a situation when you were annoyed while supervising an emotional employee.
2. Describe your management style.
3. Sometimes it is important to be assertive with an employee. Please expand on an instance when this occurred.

Note:

The Total Person is a combination of all the elements Ms. Summer Banks completed in her TotalView Assessment.

Ms. Summer Banks has superior verbal, numeric, and spatial skills. Assignments that involve reading and writing will be easy for her. She should excel at any kind of paperwork and written material. She is also well able to do challenging numeric assignments such as creating complex spreadsheets and advanced data tables. She is equally proficient in tasks that require mental manipulation of shapes and objects. She will have no difficulty doing any work requiring visual imagery. She would also be quick to interpret and create multi-use graphs, to follow intricate diagrams, to read blueprints, and to estimate space requirements. These tasks would allow Ms. Banks to make the most of her superb spatial reasoning.

Overall, Summer Banks has distinguished, versatile skills. She should learn quickly and perform well at almost any task in the workplace.

Ms. Banks is powerfully motivated to work with data, strongly interested in people, and moderately interested in machinery. She could easily combine her preferences for working with people and data. She would be well suited to a job that called for collaboration with others and data analysis. She should probably avoid work that requires operating complex or dangerous machines, or using hand tools. Regarding computer tasks, she would prefer data management and direct communication with others via Internet connections, E-mail, and word processing.

Ms. Banks is intensely competitive and requires a high level of individual recognition. While she can enjoy team work, especially if she is the leader, she may have difficulty in situations that demand close cooperation. She handles most confrontation easily and enjoys making decisions. She is assertive and usually direct in saying what she thinks but Summer Banks will compromise to maintain harmony in the workplace.

Summer Banks is consistent with her approach to problem solving, tending to stay with proven practices and procedures unless there is a compelling reason to change. She recognizes the value of planning, and generally displays adequate time management skills. At the same time, she can react to unexpected changes easily. This is a very strong combination for most businesses because it means reliable performance with the flexibility to meet sudden changes in the marketplace.

Summer Banks 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. Banks will work unobtrusively, without drawing attention to herself or her efforts. She is not bored by routine tasks but she prefers some variety.

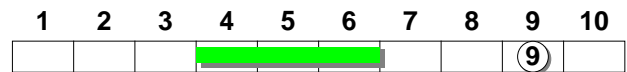
Summer Banks has a good combination of emotional awareness in herself and others, and moderate sensitivity to stress. Although usually calm and not easily flustered, Ms. Banks can be upset by prolonged stress or exceedingly demanding tasks. In these conditions, she will strive to regain her composure as quickly as possible and her sense of urgency will be in proportion to what needs to be done. While fairly trusting and open with others, she is sensitive to anyone trying to take advantage of her and she will resist such behavior. Her reactions to stress are variable but, in the main, she copes well and even does some of her best work when she is stimulated by adversity.

NOTE:

The individual traits on the following pages are descriptions of Ms. Banks's characteristics as determined by the TotalView Assessment. The 1 - 10 scoring scale used throughout the TotalView 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.

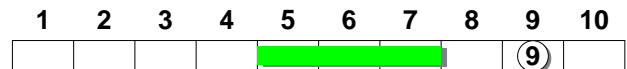
General Abilities

Summer Banks is quicker and more accurate in reasoning skills than the majority of others. A Queen of England like this is generally quick to learn and can absorb new information much faster than most. She are likely to be very efficient and able to deal well with change in her working requirements and under conditions of high mental workload.



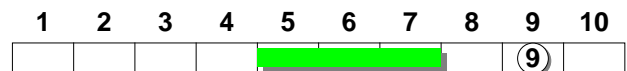
Working with Numbers

Summer Banks shows a very high capacity for numerical reasoning when compared with other adults in the general working population. She is quicker and more accurate when reasoning with information derived from simple numbers.



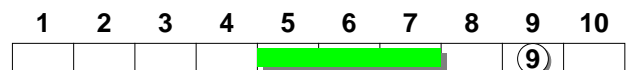
Working with Words

This indicates a well above average level of ability to use language as a vehicle for reasoning and problem solving. When compared with other adults in the general working population, Summer Banks is extremely quick and accurate in her language skills.



Working with Shapes

This indicates exceptional skills in spatial ability when compared with other adults in the general working population. Ms. Banks has excellent capacity in both speed and accuracy when reasoning with information that involves thinking about manipulating shapes and objects. She will feel at ease working with plans and diagrams and be able to relate working drawings and schematics to actual objects and products.



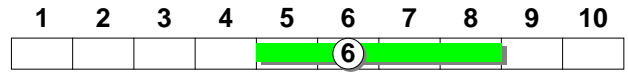
Individual Traits

Summer Banks

Queen of England

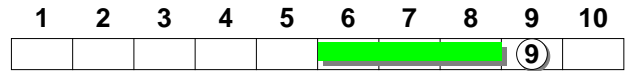
Working with People

Ms. Banks shows an average level of interest in work that involves dealing with people. She is likely to prefer employment that involves contact with others and would not be happy working on her own.



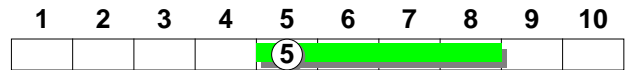
Working with Data

Ms. Banks 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 very likely enjoy a job that provided ample work with all forms of data.



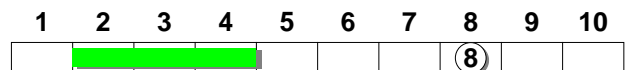
Working with Things

Summer Banks expresses an average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Such people are likely to be comfortable in handling goods or equipment, but would not see that interest being central to their work.



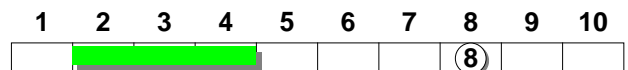
Diplomatic / Independent

Ms. Summer Banks tends to act independently. She has a strong determination to control, win and to reach goals, as well as a willingness to argue and debate her point of view. Ms. Banks can be skeptical and hard-headed at times.



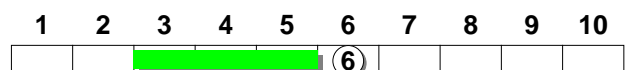
Cooperative / Competitive

This person describes herself as a hard driving competitor with a strong, individual need to win. She has less concern to win as part of a team.



Submissive / Assertive

You will find, depending on the situation or the people involved, Summer Banks can be assertive and outspoken. In groups she may promote herself as the leader.



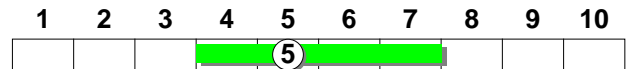
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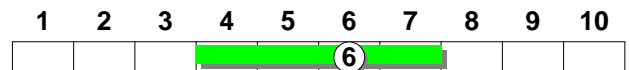
Spontaneous / Conscientious

She balances the need to do things well in the quickest possible way within the rules. This leads to solutions that are innovative without implementing radical changes. Such people are quite dependable, adaptive and innovative.



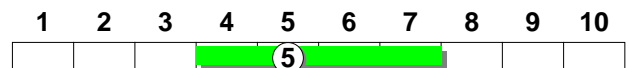
Innovative / Conventional

Summer Banks sees herself as someone who is reasonably conventional and has a balanced approach to change and innovation. She will prefer not to change for change's sake, however, when necessary, Ms. Banks can cope with adjustments that have to be made.



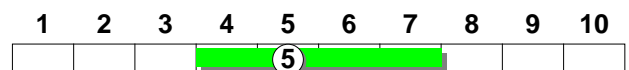
Reactive / Organized

She is somewhat organized, but can respond to spontaneous and unpredictable events. She could be described as a Queen of England who is systematic, while able to cope with the unexpected.



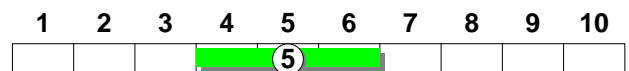
Introvert / Extrovert

Ms. Summer Banks will compensate for solitary activity by seeking to operate within a group. Although she shows moderate levels of enthusiasm and liveliness, she can contribute to social interaction without drawing undue attention to herself. Ms. Banks will balance her need for companionship with the need to be alone.



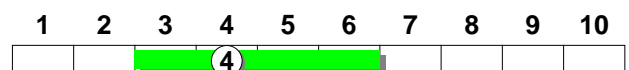
Self-Sufficient / Group-Oriented

While she is someone who occasionally enjoys a stimulating work environment, she requires time to reflect and enjoy her own company.



Reserved / Outgoing

Although she is comfortable in the company of others, she does not seek their attention. An individual like this can be talkative and outgoing in limited job situations.



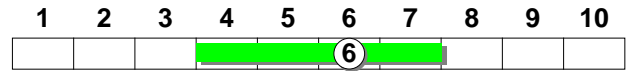
Individual Traits

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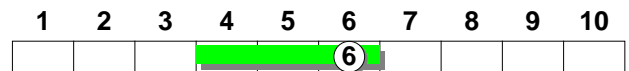
Emotional / Stable

In most situations, Summer Banks accepts people in a calm and stable manner. There will be circumstances when she becomes apprehensive and emotional, even wary about some people, particularly their motives. In general, she is secure in herself, remaining quite relaxed under moderate stress.



Restless / Poised

In the face of difficult situations, Ms. Banks has an average balance between calm objectivity and any tendency to be upset and take things personally.



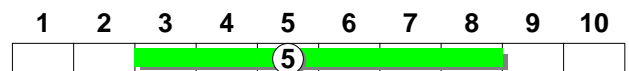
Excitable / Relaxed

In response to most circumstances, people with this score will remain calm and relaxed. It is unlikely that they would worry or become anxious when things do not go well. Any stress under pressure is likely to be moderate. Such individuals will not always assume the best of other people and will feel the need to check their motives at times.



Social Desirability

Summer Banks describes herself as someone who is aware of social rules and expectations, although not always conforming to them. There is no indication that Ms. Banks has not presented a reasonably frank picture of herself on the other scales.



VALIDITY:

The rules for identifying patterns of responses in the Personality section of the TotalView 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 candidate had the choice of an "A", "B", or "C" for every question in the Personality section of the TotalView 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: 2

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 Assessment can be considered accurate and reliable.

NOTICE:

ICES Assessment Systems Inc. advises users that the TotalView Assessment should provide up to one-third of the total selection process. The remainder of the selection process, including the candidate's work history, interview and background checks, should be used in association with the results of this report.

When properly implemented and utilized in conjunction with customary selection procedures, this assessment will help to ensure that applicants are treated fairly without regard to race, color, religion, sex or national origin.

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→ **Coaching**
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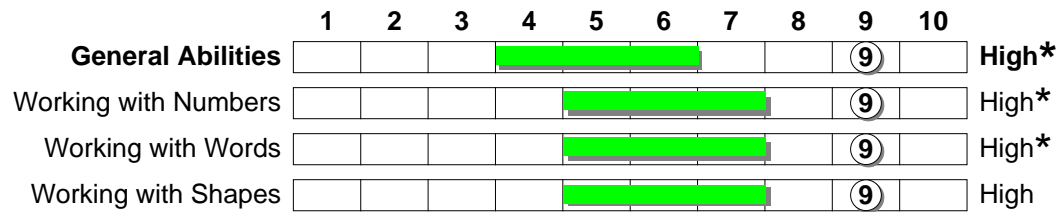


TotalView Benchmark

Summer Banks

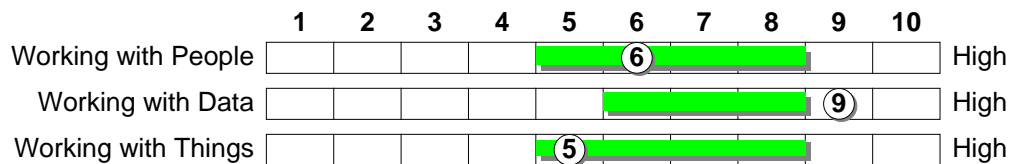
Queen of England

Abilities

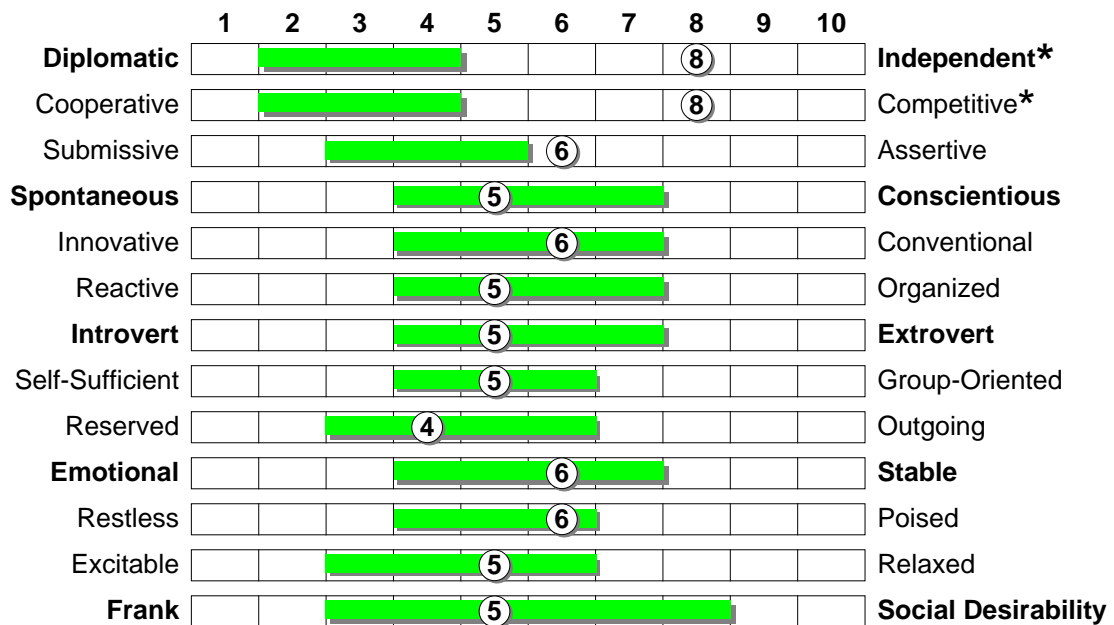


* = Critical Interview Area

Motivation/Interests



Personality



* = Critical Interview Area

A TotalView benchmark illustrates the required characteristics of various jobs as decided by management. The shadowed areas above graphically represent the benchmark for this Queen of England position. The number on each scale is Summer Banks's actual score.

How to Use the TotalView in the Coaching / Training Process

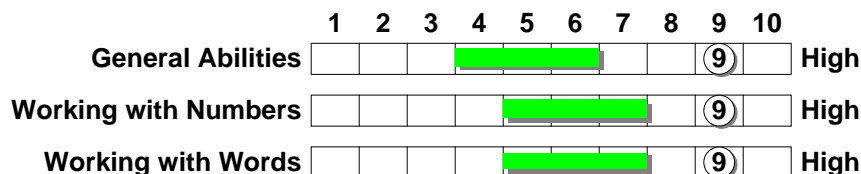
One of the challenges management faces in coaching and training individuals is the process of correctly identifying developmental needs. The TotalView Coaching Report provides specific coaching and training information by simply matching Ms. Banks's assessment to this Queen of England benchmark. For 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 Queen of England position.

Critical Coaching Topics

As part of this benchmark's design process, management resolved that certain **critical coaching or training topics** in relation to the TotalView sten graph, are of significant importance to successful job performance. The benchmark suitability percentage score on the graph page has been modified accordingly.

The (*) adjacent to the percentage score on the graph indicate that Ms. Banks's score on this particular benchmark has identified a critical coaching or training area. As a result the other factors that contribute to Ms. Banks's personal development, including specific coaching needs or a particular training requirement, should bear more importance.

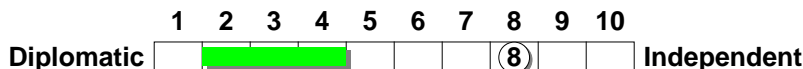
The following identify the relationship between these areas and the TotalView score.



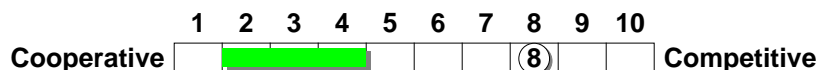
It will be evident that Ms. Banks fell on a Critical interview area for all of the dimensions of Abilities for this Queen of England position.

A score above any of the Abilities Benchmarks will not generally be detrimental to overall performance. However, consideration should be given to whether the position provides sufficient challenge, stimulation and opportunity for Ms. Banks.

A score below any of the Abilities Benchmarks could be significant. Such results suggest Ms. Banks may have difficulty in quickly and effectively addressing and completing those aspects of the job where she is below the Benchmark. Courses at local colleges coupled with tutoring in the subject areas where Ms. Banks has scored below the Benchmark should be considered.



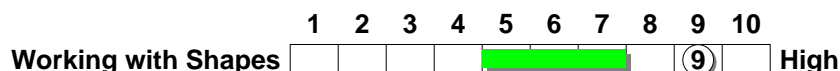
Ms. Banks is an ambitious, single-minded person who is determined to win. She will likely be an effective leader who is occasionally insensitive to others. Training should include analysis of specific abilities such as listening skills (to improve response to complaints or commentary) and goal setting with the focus on team objectives. Ms. Banks may particularly need support when dealing with subordinates who are also highly competitive. In that situation, she needs to make the best use of other's will to win.



Highly competitive, Summer Banks strives hard for success and may show little concern for others. These traits are invaluable in meeting deadlines or leading a fractious team but, if she perceives herself as competing with her subordinates, Ms. Banks's will to win may be counter-productive. Training should preserve her need-to-succeed while encouraging her to be less abrasive and more cooperative. Improved listening skills and negotiating techniques, as well as goal setting for the group rather than the individual, would also be helpful.

Coaching Areas Off the Benchmark

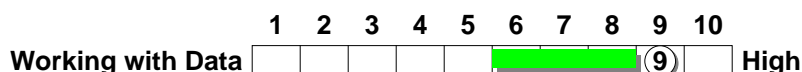
The following are areas where Ms. Banks did not match this benchmark. A brief explanation of the benchmark and score result is followed by suggestions and statements which may assist you in coaching her future performance as a Queen of England.



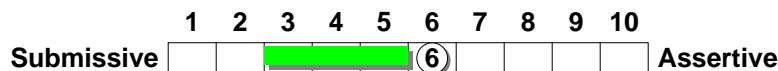
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Ms. Banks is highly motivated to work with data. She will likely be systematic in scheduling tasks, managing paperwork, and maintaining records. While her interest in figures, statistics, or accounts provides an excellent basis for many managerial functions, as a Queen of England, she might put too much emphasis on data collection and collation. Information overload can intimidate subordinates and provoke peers. Coaching for Ms. Banks should include a functional analysis of her position to find where her enthusiasm for working with data could be used to advantage and where it should be secondary to other interests.



Ms. Banks is both self-assured and tactful. She can yield to others when that is the best course, but her inclination is to promote her own views. Guidance should focus on the value of her compliant nature. This Queen of England should also be assisted to build on her thoughtful, rather than forceful, managerial techniques.

Note:

The Total Person is a combination of all the elements Ms. Summer Banks completed in her TotalView Assessment.

Ms. Summer Banks has superior verbal, numeric, and spatial skills. Assignments that involve reading and writing will be easy for her. She should excel at any kind of paperwork and written material. She is also well able to do challenging numeric assignments such as creating complex spreadsheets and advanced data tables. She is equally proficient in tasks that require mental manipulation of shapes and objects. She will have no difficulty doing any work requiring visual imagery. She would also be quick to interpret and create multi-use graphs, to follow intricate diagrams, to read blueprints, and to estimate space requirements. These tasks would allow Ms. Banks to make the most of her superb spatial reasoning.

Overall, Summer Banks has distinguished, versatile skills. She should learn quickly and perform well at almost any task in the workplace.

Ms. Banks is powerfully motivated to work with data, strongly interested in people, and moderately interested in machinery. She could easily combine her preferences for working with people and data. She would be well suited to a job that called for collaboration with others and data analysis. She should probably avoid work that requires operating complex or dangerous machines, or using hand tools. Regarding computer tasks, she would prefer data management and direct communication with others via Internet connections, E-mail, and word processing.

Ms. Banks is intensely competitive and requires a high level of individual recognition. While she can enjoy team work, especially if she is the leader, she may have difficulty in situations that demand close cooperation. She handles most confrontation easily and enjoys making decisions. She is assertive and usually direct in saying what she thinks but Summer Banks will compromise to maintain harmony in the workplace.

Summer Banks is consistent with her approach to problem solving, tending to stay with proven practices and procedures unless there is a compelling reason to change. She recognizes the value of planning, and generally displays adequate time management skills. At the same time, she can react to unexpected changes easily. This is a very strong combination for most businesses because it means reliable performance with the flexibility to meet sudden changes in the marketplace.

Summer Banks 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. Banks will work unobtrusively, without drawing attention to herself or her efforts. She is not bored by routine tasks but she prefers some variety.

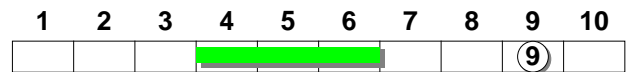
Summer Banks has a good combination of emotional awareness in herself and others, and moderate sensitivity to stress. Although usually calm and not easily flustered, Ms. Banks can be upset by prolonged stress or exceedingly demanding tasks. In these conditions, she will strive to regain her composure as quickly as possible and her sense of urgency will be in proportion to what needs to be done. While fairly trusting and open with others, she is sensitive to anyone trying to take advantage of her and she will resist such behavior. Her reactions to stress are variable but, in the main, she copes well and even does some of her best work when she is stimulated by adversity.

NOTE:

The individual traits on the following pages are descriptions of Ms. Banks's characteristics as determined by the TotalView Assessment. The 1 - 10 scoring scale used throughout the TotalView 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.

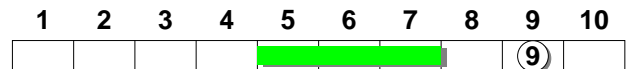
General Abilities

Summer Banks is quicker and more accurate in reasoning skills than the majority of others. A Queen of England like this is generally quick to learn and can absorb new information much faster than most. She are likely to be very efficient and able to deal well with change in her working requirements and under conditions of high mental workload.



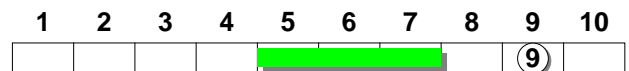
Working with Numbers

Summer Banks shows a very high capacity for numerical reasoning when compared with other adults in the general working population. She is quicker and more accurate when reasoning with information derived from simple numbers.



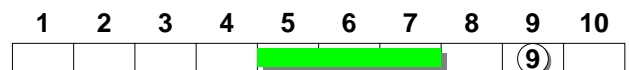
Working with Words

This indicates a well above average level of ability to use language as a vehicle for reasoning and problem solving. When compared with other adults in the general working population, Summer Banks is extremely quick and accurate in her language skills.



Working with Shapes

This indicates exceptional skills in spatial ability when compared with other adults in the general working population. Ms. Banks has excellent capacity in both speed and accuracy when reasoning with information that involves thinking about manipulating shapes and objects. She will feel at ease working with plans and diagrams and be able to relate working drawings and schematics to actual objects and products.



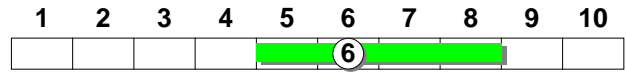
Individual Traits

Summer Banks

Queen of England

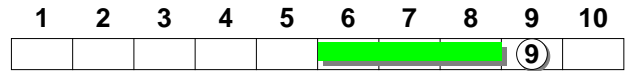
Working with People

Ms. Banks shows an average level of interest in work that involves dealing with people. She is likely to prefer employment that involves contact with others and would not be happy working on her own.



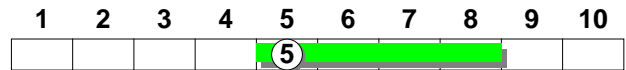
Working with Data

Ms. Banks 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 very likely enjoy a job that provided ample work with all forms of data.



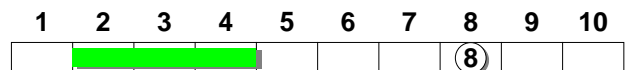
Working with Things

Summer Banks expresses an average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Such people are likely to be comfortable in handling goods or equipment, but would not see that interest being central to their work.



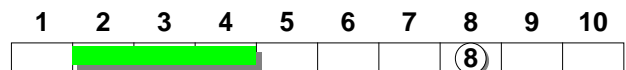
Diplomatic / Independent

Ms. Summer Banks tends to act independently. She has a strong determination to control, win and to reach goals, as well as a willingness to argue and debate her point of view. Ms. Banks can be skeptical and hard-headed at times.



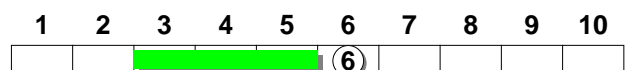
Cooperative / Competitive

This person describes herself as a hard driving competitor with a strong, individual need to win. She has less concern to win as part of a team.



Submissive / Assertive

You will find, depending on the situation or the people involved, Summer Banks can be assertive and outspoken. In groups she may promote herself as the leader.



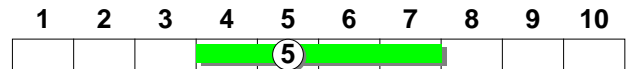
Individual Traits

Summer Banks

Queen of England

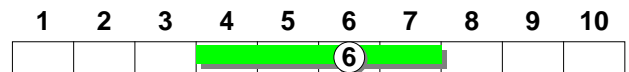
Spontaneous / Conscientious

She balances the need to do things well in the quickest possible way within the rules. This leads to solutions that are innovative without implementing radical changes. Such people are quite dependable, adaptive and innovative.



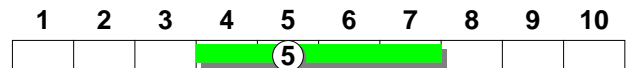
Innovative / Conventional

Summer Banks sees herself as someone who is reasonably conventional and has a balanced approach to change and innovation. She will prefer not to change for change's sake, however, when necessary, Ms. Banks can cope with adjustments that have to be made.



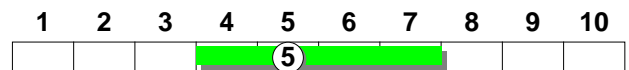
Reactive / Organized

She is somewhat organized, but can respond to spontaneous and unpredictable events. She could be described as a Queen of England who is systematic, while able to cope with the unexpected.



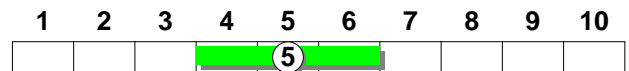
Introvert / Extrovert

Ms. Summer Banks will compensate for solitary activity by seeking to operate within a group. Although she shows moderate levels of enthusiasm and liveliness, she can contribute to social interaction without drawing undue attention to herself. Ms. Banks will balance her need for companionship with the need to be alone.



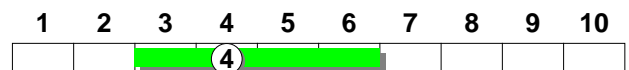
Self-Sufficient / Group-Oriented

While she is someone who occasionally enjoys a stimulating work environment, she requires time to reflect and enjoy her own company.



Reserved / Outgoing

Although she is comfortable in the company of others, she does not seek their attention. An individual like this can be talkative and outgoing in limited job situations.



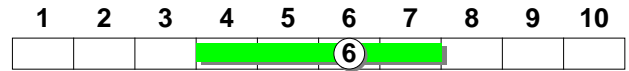
Individual Traits

Summer Banks

Queen of England

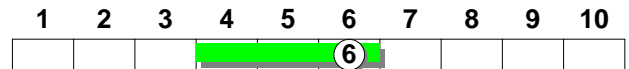
Emotional / Stable

In most situations, Summer Banks accepts people in a calm and stable manner. There will be circumstances when she becomes apprehensive and emotional, even wary about some people, particularly their motives. In general, she is secure in herself, remaining quite relaxed under moderate stress.



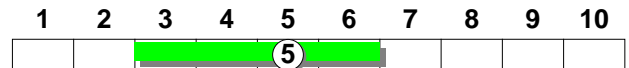
Restless / Poised

In the face of difficult situations, Ms. Banks has an average balance between calm objectivity and any tendency to be upset and take things personally.



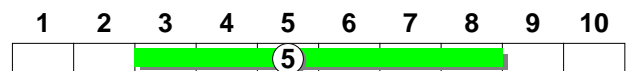
Excitable / Relaxed

In response to most circumstances, people with this score will remain calm and relaxed. It is unlikely that they would worry or become anxious when things do not go well. Any stress under pressure is likely to be moderate. Such individuals will not always assume the best of other people and will feel the need to check their motives at times.



Social Desirability

Summer Banks describes herself as someone who is aware of social rules and expectations, although not always conforming to them. There is no indication that Ms. Banks has not presented a reasonably frank picture of herself on the other scales.



VALIDITY:

The rules for identifying patterns of responses in the Personality section of the TotalView 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 candidate had the choice of an "A", "B", or "C" for every question in the Personality section of the TotalView 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: 2

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 Assessment can be considered accurate and reliable.

ICES Assessments Systems Inc. advises users that the TotalView Assessment should provide not more than one-tenth to one-third of any human resource planning process. The remainder of the process, including the candidate's work history, interview and succession plan, should be used in association with the results of this report.

When properly implemented and utilized in conjunction with other normal coaching and training tools, this assessment will help to ensure that employees are treated fairly without regard to race, color, religion, sex or national origin.

ICES Assessment Systems

TotalView Report

Selection

Coaching

→ **Individual**

Succession Planning

Working Characteristics

on

Ms. Summer Banks

10/5/01

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TotalView Benchmark

Summer Banks

Abilities

	1	2	3	4	5	6	7	8	9	10	
General Abilities									9		High*
Working with Numbers									9		High*
Working with Words									9		High*
Working with Shapes									9		High

* = Critical Interview Area

Motivation/Interests

	1	2	3	4	5	6	7	8	9	10	
Working with People						6					High
Working with Data									9		High
Working with Things					5						High

Personality

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

* = Critical Interview Area

Total Person

Summer Banks

Note:

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

You have superior verbal, numerical, and spatial skills. Assignments that involve reading and writing will be easy for you. You should excel at any kind of paperwork and written material. You are also able to do challenging numerical assignments such as creating complex spreadsheets and advanced data tables. You are equally proficient in tasks that require mental manipulation of shapes and objects. You will have no difficulty doing work requiring visual imagery. You will be quick to interpret and create multi-use graphs, to follow intricate diagrams, to read blueprints, and to estimate space requirements. These tasks will allow you to make the most of your superb spatial reasoning.

Overall, you have distinguished, versatile skills. You should learn quickly and perform well at almost any task in the workplace.

You are powerfully motivated to work with data, strongly interested in people, and moderately interested in machinery. You could easily combine your preferences for working with people and data. You would be well suited to a job that called for collaboration with others and data analysis. You should probably avoid work that requires operating complex or dangerous machines, or using hand tools. Regarding computer tasks, you would prefer data management and direct communication with others via Internet connections, E-mail, and word processing.

You are intensely competitive and require a high level of individual recognition. While you can enjoy teamwork, especially if you are the leader, you may have difficulty in situations that demand close cooperation. You handle most confrontation easily and enjoy making decisions. You are assertive and usually direct in saying what you think but you will compromise to maintain harmony in the workplace.

You are consistent with your approach to problem solving, tending to stay with proven practices and procedures unless there is a compelling reason to change. You recognize the value of planning, and generally displays adequate time management skills. At the same time, you can react to unexpected changes easily. This is a very strong combination for most businesses because it means reliable performance with the flexibility to meet sudden changes in the marketplace.

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.

You have a good combination of emotional awareness in yourself and others, and moderate sensitivity to stress. Although usually calm and not easily flustered, you can be upset by prolonged stress or exceedingly demanding tasks. In these conditions, you will strive to regain your composure as quickly as possible and your sense of urgency will be in proportion to what needs to be done. While fairly trusting and open with others, you are sensitive to anyone trying to take advantage of you and you will resist such behavior. Your reactions to stress are variable but, in the main, you cope well and even do some of your best work when you are stimulated by adversity.

Individual Traits

Summer Banks

NOTE:

The individual traits on the following pages are descriptions of your characteristics as determined by the TotalView Assessment. The 1 - 10 scoring scale used throughout the TotalView 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 are quicker and more accurate in reasoning skills than the majority of the employed population. Your associates would describe you as generally quick to learn and able to absorb new information easily. You are likely to be very efficient and able to deal well with change in your working requirements.

1	2	3	4	5	6	7	8	9	10
								9	

Working with Numbers

You show a very high capacity for Numerical reasoning when compared with other adults in the general working population. You are quicker and more accurate than most people when reasoning with information derived from simple numbers.

1	2	3	4	5	6	7	8	9	10
								9	

Working with Words

This indicates a well above average level of ability to use language as a vehicle for reasoning and problem solving. You are extremely quick and accurate in your language skills.

1	2	3	4	5	6	7	8	9	10
								9	

Working with Shapes

This indicates exceptional skills in spatial ability. You have excellent ability in both speed and accuracy when reasoning with information that involves thinking about manipulating shapes and objects.

1	2	3	4	5	6	7	8	9	10
								9	

Individual Traits

Summer Banks

Working with People

You show an average level of interest in work that involves dealing with people. You are likely to prefer jobs requiring a reasonable degree of contact with others and would not be happy working on your own for extended periods of time.

1	2	3	4	5	6	7	8	9	10
					6				

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 be unlikely 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
								9	

Working with Things

You express an average level of interest in work that deals with inanimate objects such as machinery, tools and equipment.

1	2	3	4	5	6	7	8	9	10
				5					

Diplomatic / Independent

You tend to act independently, and have a strong determination to win and to reach goals. You also have a willingness to debate your point of view. You are skeptical and hard-headed at times. Your temper comes to the surface on occasion.

1	2	3	4	5	6	7	8	9	10
							8		

Cooperative / Competitive

You describe yourself as a hard driving competitor with a strong, individual need to win. You have less concern to win as part of a team.

1	2	3	4	5	6	7	8	9	10
							8		

Submissive / Assertive

Depending on the situation or the people involved, you can be assertive and outspoken. In some groups you may promote yourself as the leader.

1	2	3	4	5	6	7	8	9	10
					6				

Individual Traits

Summer Banks

Spontaneous / Conscientious

You balance the need to do things well in the quickest possible way while staying within the rules. This leads to solutions that are innovative without implementing radical changes. Such people are quite dependable, adaptive and innovative.

1	2	3	4	5	6	7	8	9	10
				5					

Innovative / Conventional

You see yourself as someone who is reasonably conventional and has a balanced approach to change and innovation. You will prefer not to change for change's sake. However, when necessary, you can cope with adjustments that have to be made.

1	2	3	4	5	6	7	8	9	10
					6				

Reactive / Organized

You are somewhat organized but can respond to spontaneous and unpredictable events. You could be described as a person who is orderly, while able to cope with the unexpected.

1	2	3	4	5	6	7	8	9	10
				5					

Introvert / Extrovert

Such people will compensate for solitary activity by seeking to operate within a group. Presenting moderate levels of enthusiasm and liveliness, you can contribute to social interaction without drawing undue attention to yourself. You will balance your need for companionship with the need to be alone.

1	2	3	4	5	6	7	8	9	10
				5					

Self-Sufficient / Group-Oriented

While you are someone who occasionally enjoys a stimulating environment, you require time to reflect and enjoy your own company.

1	2	3	4	5	6	7	8	9	10
				5					

Reserved / Outgoing

Although you are comfortable in the company of others, you do not seek their attention. You can be somewhat talkative and outgoing in limited situations.

1	2	3	4	5	6	7	8	9	10
			4						

Individual Traits

Summer Banks

Emotional / Stable

In most situations, such individuals accept people in a calm and stable manner. In general, you are secure in yourself, remaining quite relaxed under moderate stress.

1	2	3	4	5	6	7	8	9	10
					6				

Restless / Poised

In the face of difficult situations, you have an average balance between calm objectivity, and any tendency to be upset and take things personally.

1	2	3	4	5	6	7	8	9	10
					6				

Excitable / Relaxed

In response to most circumstances, individuals such you will remain calm and relaxed. You usually will not worry or become anxious when things do not go well. Stress under pressure is likely to be moderate.

1	2	3	4	5	6	7	8	9	10
				5					

Social Desirability

You are aware of social rules and expectations. You have presented a fairly frank picture of yourself on the other scales.

1	2	3	4	5	6	7	8	9	10
				5					

Validity

Summer Banks

VALIDITY:

The rules for identifying patterns of responses in the Personality section of the TotalView 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. You had the choice of an "A", "B", or "C" for every question in the Personality section of the TotalView Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

The total number of "B" responses that you chose was: 2

This number of "B" choices is within acceptable levels. In addition to the acceptable level of "B" responses, the results of the Personality section of this report had meaningful response patterns. Therefore the data presented in this TotalView Assessment can be considered accurate and reliable.

When properly implemented and utilized in conjunction with other normal interviewing tools, this assessment will strengthen your employer's and your own position to ensure that you are treated fairly without regard to race, color, religion, sex or national origin.

ICES Assessment Systems

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→ **Working Characteristics**

on

Ms. Summer Banks

10/5/01

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Working Characteristics

Summer Banks

This report provides additional information on certain Working Characteristics of Ms. Banks. 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 TotalView Assessment. Distinct from the TotalView Benchmark, these work-related features help to answer questions such as:

- 1. Is Ms. Banks inclined to take risks?**
- 2. Does she live to work or work to live?**
- 3. Does she prefer a fixed salary or flexible income?**

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

Working Characteristics Summary

How does she want to be paid?	Prefers a modest salary with a good bonus or commission plan.
How important is work to her?	Work is important, but not at the expense of home or family.
Does she make risky decisions?	May prefer swift and novel solutions but will curb this tendency if circumstances demand sound planning.
How does she deal with change?	Enjoys challenges and change but wants some order and regularity.
What is her perception of the world?	A well-grounded individual who is inclined to hold pessimistic views.

Working Characteristics

Compensation Preference

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

Is Ms. Banks better motivated by fixed salary or by an incentive remuneration program?

Prefers Salary	<input type="checkbox"/>	<input type="checkbox"/>	Ü	<input type="checkbox"/>	<input type="checkbox"/>	Prefers Bonus
-----------------------	--------------------------	--------------------------	---	--------------------------	--------------------------	----------------------

Ms. Banks enjoys gambling on performance goals, but she also wants some regular income.

A modest salary with a good bonus or commission plan should suit her well.

While enjoying the excitement of incentive-based earnings, she will not be inclined to risk things of real importance.

She likes the challenge of new ventures as long as she can think things through and be ready for potential problems.

Focus on Work

This Working Characteristic provides information on the importance of work for Summer Banks. 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 Summer Banks will fit with the culture of the workplace or with the team that she may be assigned to.

Does Ms. Banks live to work or work to live?

Works to Live	<input type="checkbox"/>	Ü	<input type="checkbox"/>	<input type="checkbox"/>	Lives to Work
----------------------	--------------------------	---	--------------------------	--------------------------	----------------------

Work is important to Summer Banks but not at the expense of home or family.

If conflicts arise between home and work, her personal life may take priority.

Leading a full social and business life, she may sometimes be overextended.

Long or irregular working hours could be a strain on this sociable person.

The social skills she develops in her leisure activities should translate well to management.

Working Characteristics

Tolerance for Risk

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

Is Ms. Banks likely to make risky decisions?

Not Risk Inclined Risk Inclined

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

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 Ms. Banks fits on the continuum between these diametric requirements.

Does Ms. Banks prefer to work in rapidly changing circumstances or with a set routine?

Prefers Routine Prefers Change

Ms. Banks enjoys challenge and change but wants some order and regularity. She likes an efficient organization, but she will chafe under narrow guidelines. She can do routine work as long as she is free to develop new concepts. She will likely adapt well to new trends, given that these are improvements. She will react proactively to change. She does not value change simply for its intrinsic excitement.

Working Characteristics

Perception of the World

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

How does Ms. Banks perceive and approach problems and events?

Sees Drawbacks

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Sees Opportunities

Summer Banks is a well-grounded individual who is inclined to hold pessimistic views. She sees the world as containing some dangers but not as a hostile place. She might be anxious about expressing negative opinions, but she would not hide her concerns. She will proceed cautiously with new and potentially risky ventures.