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## Catalyst Training Services

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**John Johnson**  
**Customer Service Representative**

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## Report Design Options Selected for this Report

Report Family: Screening & Selection

Type: Selection Report

Scope: Abilities, Interests & Personality (WNSIP)

Format: Comprehensive (from choice of Comprehensive, Summary, Interview or Graph)

Style: Customer Service (from choice of Management, Sales, Customer Service or Other)

### **Prevue Assessments presented in this report:**

- ▶ Prevue Abilities Assessments that examine four cognitive Abilities scales
- ▶ Prevue Interests Assessment that examines three scales of occupational Interests/Motivations
- ▶ Prevue Personality Assessment that provides information on thirteen Personality scales

For more information about Prevue Assessments and design options for Prevue reports see [www.prevuehr.com](http://www.prevuehr.com)

# Part 1 - Understanding this Report

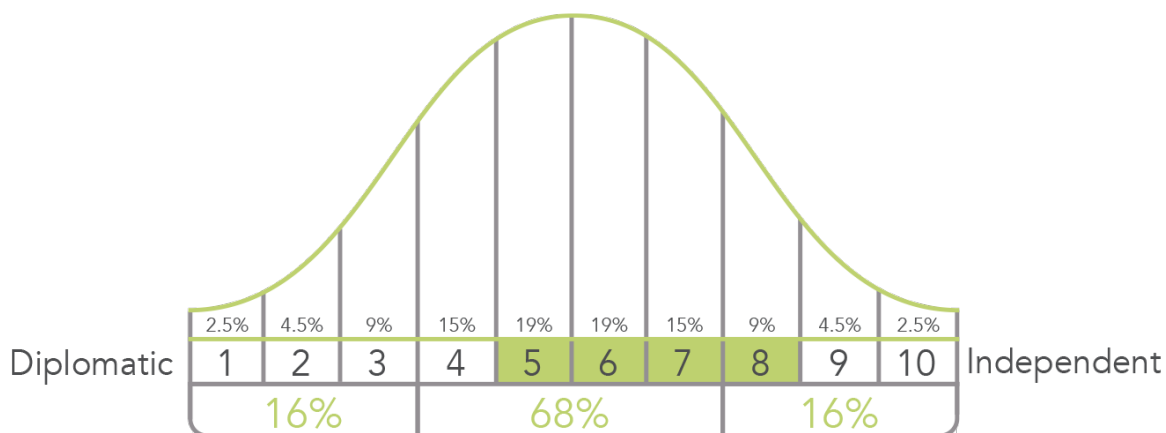
## Introduction

This Selection Report describes John Johnson's suitability for the Customer Service Representative position at Catalyst Training Services. The information in this report comes first from reviewing the scores on each of the scales of the Prevue Assessments that were completed by John Johnson and second from comparing those scores to the Prevue Benchmark for the position. Both the scores on the Prevue Assessments and the comparison of those scores to the Prevue Benchmark are exhibited graphically in the Prevue Results Graph in Part 2.

## Prevue Assessments

The Prevue Results Graph shows John Johnson's 'sten' score on each of the Prevue Assessments scales considered in the report. A sten score is a candidate's score on a normal bell-shaped curve representing the general working population. The diagram below shows the normal bell curve divided into standard tenths ('standard tenths' is shortened to 'sten') for the Diplomatic vs. Independent Personality Scale. The diagram also shows the percentage of the general working population that will typically score in each sten.

### Prevue Benchmark



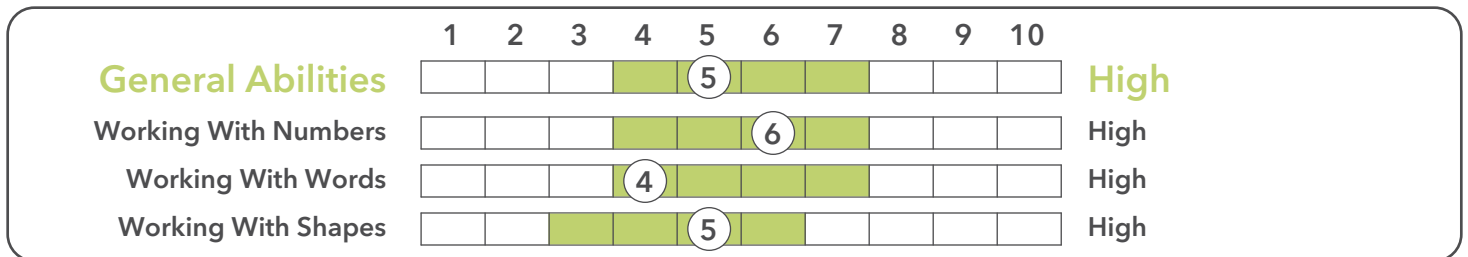
The Prevue Benchmark shows the preferred characteristics of an employee for a particular position. These characteristics are displayed as a range of desired sten scores on each scale. This range is shaded and forms the benchmark for the scale. The candidate's assessment results are shown as circled numbers and compared to the shaded ranges. The Benchmark Suitability Score is derived from a formula analyzing the candidate's sten scores on the benchmark (circled score is inside the shaded range) versus those scores that are off the benchmark (circled score is outside the shaded range).

**Example:** The benchmark for the Diplomatic vs. Independent scale (shown above) is the shaded range of stens from 5 to 8. Scores 5,6,7 or 8 will be on the benchmark. Scores of 1,2,3,4,9 and 10 will be off the benchmark.

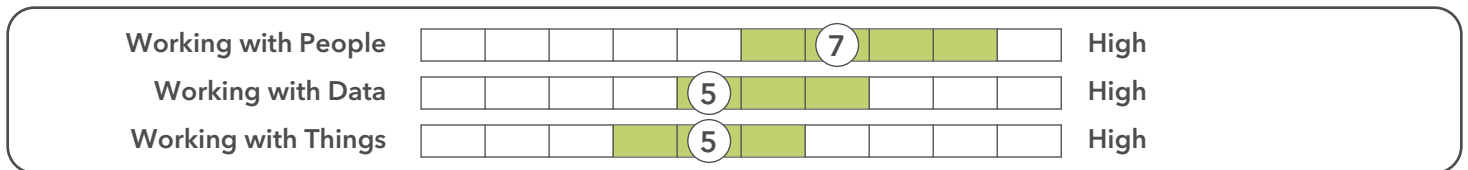
# Part 2 - Prevue Results Graph

John Johnson's scores are shown in the circled numbers on each of the Prevue scales presented below. The Prevue Benchmark for the Customer Service Representative position is indicated by the green shaded ranges on each scale, which are preferred scores for this position. A score inside a shaded range is on the benchmark. A score outside a shaded range is off the benchmark.

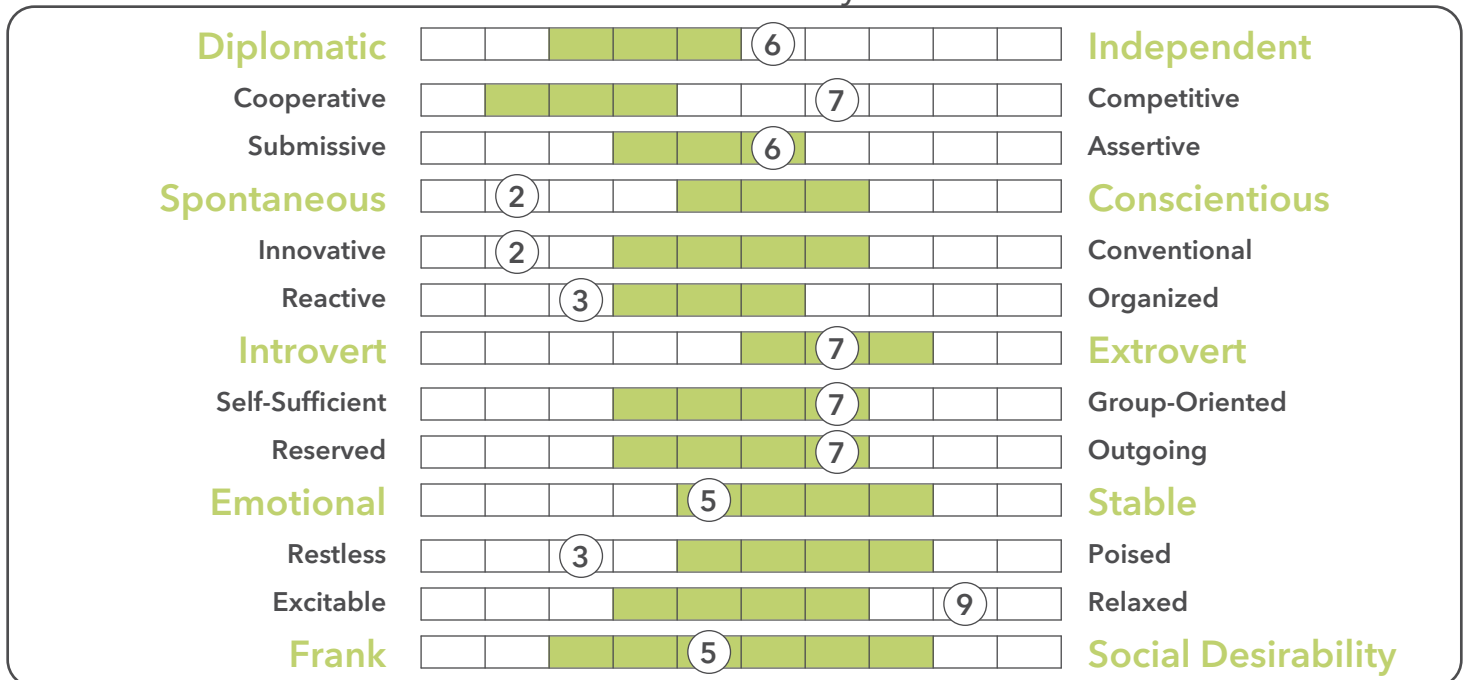
## Abilities



## Motivation/Interests



## Personality



## Benchmark Suitability Score

The Benchmark Suitability Score quantifies John Johnson's overall fit to the benchmark for the Customer Service Representative position.

Note: John Johnson's Prevue Assessments results, including the Benchmark Suitability Score should comprise no more than one-third of the selection decision process. Refer to Best Practice Information for details.

**79%**

## Part 3 - Total Person Description

**The Total Person Description provides an overview of John Johnson compared to the general working population. This profile is derived from the scores shown on the Prevue Results Graph.**

Mr. John Johnson has above average numeric skills, combined with moderate verbal and spatial skills. He is well equipped for challenging numeric assignments and able to work with complex spreadsheets and data tables. His average ability with words means that common paperwork, most office duties, and written material are within his scope. Similarly, because he is reasonably proficient in tasks that require mental manipulation of shapes and objects, he will be able to follow simple diagrams, to estimate space requirements, and to read blueprints. He should not require extra instruction, guidance, or time to achieve competence in routine work. Overall, he and Mr. Johnson will perform best when the environment and work practices change slowly.

Mr. Johnson is strongly interested in people and would be most happy in a job that involves contact with others. He is moderately motivated to work with data and things. This means that he could process abstract information and use technology so long as he still had opportunities for social interaction. He would perform best where he could take advantage of his preference for interpersonal activity. In a computer context, Mr. Johnson would prefer direct communication with others via Internet connections, E-mail, and word processing.

Mr. Johnson is competitive and assertive. While he may be a strong team player, he is likely to want to lead as he enjoys individual recognition. His leadership style is marked by persuasion and encouragement, but he is unafraid of argument and sometimes is willing to take on even controversial issues. In non-threatening situations and with people he knows well, John Johnson will be outspoken and he will vigorously promote his own ideas. On occasion, Mr. Johnson will use tact and diplomacy to maintain harmony in the workplace.

John Johnson is innovative and flexible, believing that rules can be interpreted loosely. He often seeks new ways to solve problems rather than following traditional methods. Being creative and spontaneous, he prefers to react to situations as they develop rather than to make detailed plans. He sees the overall picture rather than focusing on the details, and he is more concerned with getting the job done than how he does it. His workspace is likely to be cluttered and untidy, and he would have to go against his own nature to do well in a structured organization with many rules, tight deadlines, and strict codes of behavior. Mr. Johnson enjoys change and a shifting and unpredictable environment.

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

Outwardly, Mr. Johnson will appear relaxed and easygoing and seems to cope well with most of life's pressures, but he can be easily pushed from this equilibrium. He has a high degree of emotional sensitivity and, while this quality makes him aware of others' feelings and able to interpret their motives well, it also makes him more vulnerable to negative feedback. He is readily embarrassed. For the most part, however, he will be able to keep his troubles in proportion and he does not worry unduly. He can cope fairly well with a demanding job, as long as there is an opportunity to work with others whom he has grown to trust.

# Interview Guide

## Part 4 - Suggested Interview Questions

### Planning the Interview

Planning the interview requires identifying concerns about the candidate's work history, references and scores off the Prevue Benchmark for the Customer Service Representative position. Use the available candidate information plus this report to structure the interview and make the best hiring decision.

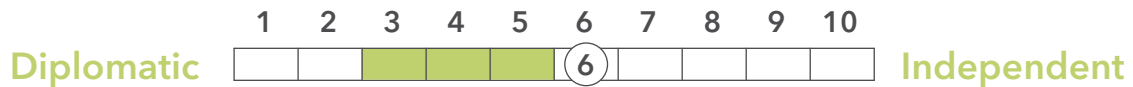
This section provides suggested interview questions to address the following:

- ▶ First to examine those areas where John Johnson's score did not fall on the benchmark for the position.

You should customize the interview questions as needed for this position at Catalyst Training Services. **You may wish to take a copy of Part 4 to have it available for the interview.**

### Scores off the Benchmark

John Johnson's scores fell off the Benchmark for the following scales. This indicates that the candidate could encounter challenges in these areas. Review each score description set out below and consider the suggested interview questions. The more distant the score is from the benchmark for a scale the more important it is for you to probe these areas.



John Johnson at times is unusually forthright and plays hard to win.

1. Give me an example of how you have succeeded in getting people to work together.
2. Describe the last time controversy or conflict affected your work.
3. How do you consider your customer's feelings when answering a difficult question?

#### Your Comments:

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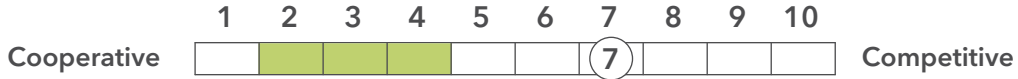
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Mr. Johnson is an effective competitor who can also maintain helpful relationships with others.

1. Describe a customer service or marketing support situation that gave you a lot of satisfaction.
2. Explain, by example, a customer service experience that proves you have a strong need to be a winner.
3. Relate your greatest accomplishment in providing service to an irate customer.

Your Comments:

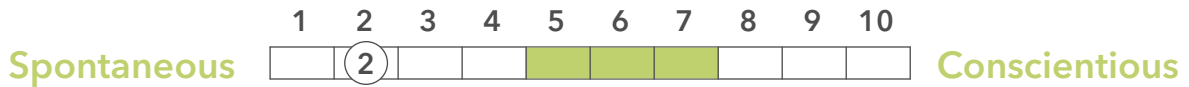
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Mr. Johnson is likely to be flexible and responsive to situations as they arise and may produce creative and radical solutions to situations.

1. Describe what you have done in the past to make your job easier.
2. Explain the circumstances where you have felt it necessary to overlook some policies or procedures because they got in the way of reaching a goal.
3. Your preference is to reach a solution in the quickest possible way. Describe a situation where this approach has been ineffective in meeting your customer's needs.

Your Comments:

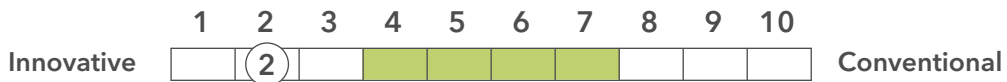
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Mr. Johnson sees himself as innovative and flexible.

1. Do you see yourself seeking new ways to solve customer problems rather than following the traditional methods? Describe how your experiences have shown this approach to be more productive.
2. Please explain what you do to make sure things don't get overlooked.
3. You describe yourself as creative and impulsive. Provide an example of where you used this creativity to solve a customer complaint.

Your Comments:

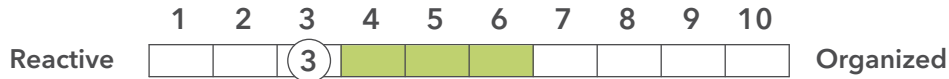
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Mr. Johnson regards himself as a creative, spontaneous person.

1. You feel you think best 'on your feet'. Describe a day that was totally chaotic and how you managed to get through it.
2. Explain your system of insuring that things do not get lost or overlooked.
3. Describe how you determine the amount of time you should spend on planning and handling small details.

Your Comments:

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Mr. Johnson appears to be someone who is fairly easily upset and irritated.

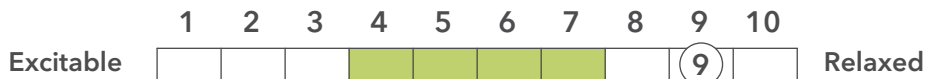
1. Explain, by example, the type of customer situations that irritate you the most.
2. What recent project gave you the most satisfaction? What one gave you the least satisfaction?
3. Describe the activities or things that your coworkers do that cause you to get angry.

Your Comments:

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Mr. Johnson sees himself as very relaxed, untroubled, and well able to cope with life's pressures.

1. Can you explain the means by which you control stress.
2. Getting started on projects, particularly if things are busy, is often difficult. Describe the last situation where your manager thought you did not get started on a project quickly enough. How did you handle this?
3. When serving customers there will always be unpleasant situations. How do you manage difficult customers?

Your Comments:

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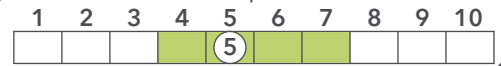


## Part 5 - Individual Characteristics

The Individual Characteristics descriptions provide more information about John Johnson's scores in comparison to those of the general working population. Scores on the Prevue Benchmark for each scale highlight John Johnson's strengths for the Customer Service Representative position. Scores that are two or more steps off the Prevue Benchmark for any scale highlight prospective areas of challenge for this candidate and should be addressed in the interview.

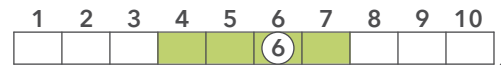
### General Abilities

John Johnson has an average level of speed and accuracy in reasoning and problem solving. He can learn and absorb new information without too much difficulty. He is as able as most, which means you will find him to be efficient working in an environment that makes reasonable demands. However, should this Customer Service Representative position demand very high levels of mental work load, he may find it difficult to cope.



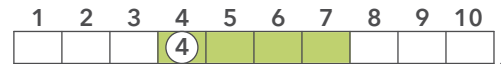
### Working With Numbers

Mr. Johnson has an average capacity for numerical reasoning. This indicates that he is as able as most adult workers to deal with information derived from simple numbers.



### Working With Words

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



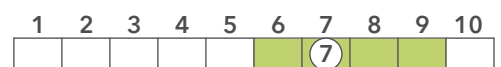
### Working With Shapes

Mr. Johnson's speed and accuracy in using spatial material indicates that he is as able as most adult workers in dealing with information that involves manipulating shapes and objects.



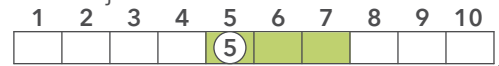
### Working With People

Mr. Johnson shows a high average interest in work that involves dealing with people. He is likely to prefer employment that involves a reasonable degree of contact with others and would not be happy working on his own. He will enjoy work that requires difficult and demanding interpersonal skills.



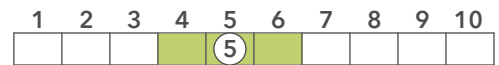
### Working With Data

Mr. Johnson has some interest in working with data. Such a person should be able to relate and balance this limited interest in data to those tasks in the job that require working with people or working with machinery and equipment. He would not necessarily feel the need to work with data to form the major part of his job.



### Working With Things

John Johnson 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.



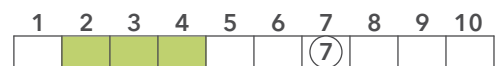
### Diplomatic / Independent

Mr. Johnson shows balance between a desire to compete and win, and a wish to coordinate team goals. He may occasionally be controversial and argumentative when advancing his own point of view, but in other circumstances will be more concerned with maintaining the team spirit and team effort. Such people are good at getting things done while respecting the needs of those around them.



### Cooperative / Competitive

He describes himself as a competitive person who plays hard to win. Such individuals can accept compromise between their own achievements, and the need to maintain relationships with others.



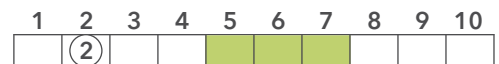
### Submissive / Assertive

You will find, depending on the situation or the people involved, John Johnson can be assertive and outspoken. In groups he may promote himself as the leader.



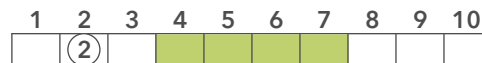
### Spontaneous / Conscientious

John Johnson is a spontaneous and innovative individual, who works well in changing situations. He is adaptable and responsive to circumstances as they arise, while providing creative and yet sometimes radical solutions. Mr. Johnson may appear disorganized at times.



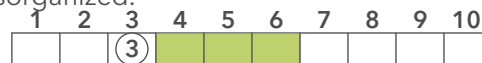
**Innovative / Conventional**

Such people are likely to see new ways to solve problems, and are not bound by traditional methods. An unconcerned attitude toward rules and guidelines allows them to be very flexible when reaching solutions. They are innovative and enjoy change.



**Reactive / Organized**

He regards himself as a spontaneous person who prefers to react to situations as they arise, rather than to plan everything in advance. He likes to focus on the overall picture rather than deal with the fine details, and is more concerned with getting things done. To others, he may appear somewhat disorganized.



**Introvert / Extrovert**

As an extrovert, Mr. Johnson will seek out others rather than be alone. However, this is unlikely to be behavior that is extreme, as he will seek out the stimulation and excitement he requires. Others will view him as moderately high-spirited, talkative, lively, and at times, impulsive.



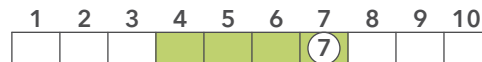
**Self-Sufficient / Group-Oriented**

He is happiest working in situations where there is a reasonable amount of contact with others. He enjoys company and a group environment, but occasionally requires time for quiet reflection.



**Reserved / Outgoing**

Although John Johnson likes to be the center of attention, there will be times when he may avoid the spotlight. Mr. Johnson prefers variety in his work. Individuals like John Johnson are happy with a moderately exciting life, and can be a risk taker at times.



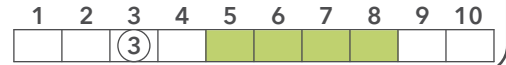
**Emotional / Stable**

Mr. John Johnson is stable and calm under normal situations, but may become apprehensive and emotional when conditions become unsettled. He is generally accepting of people, but with a degree of caution. Such people are usually stable under moderate stress.



### Restless / Poised

Mr. Johnson has a degree of sensitivity to feelings and emotions. A person like this may become easily unsettled and irritated, taking criticism personally. However, any irritation and upset is usually short-lived.



### Excitable / Relaxed

He is a relaxed and trusting person, who remains calm under stress. He copes well in high-pressure jobs.



### Social Desirability

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



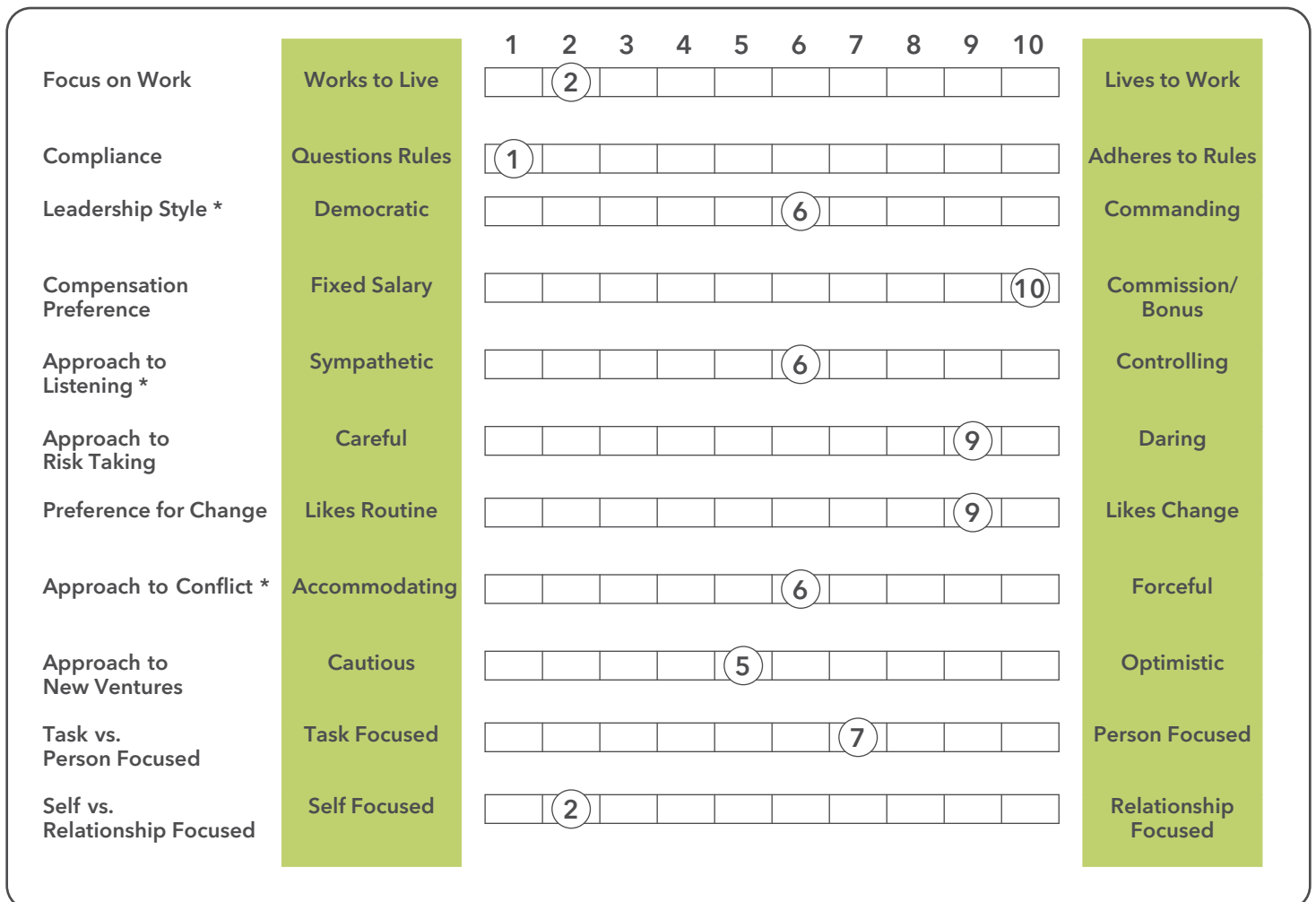
# Part 6 - Approach to Work

## Introduction

This section of the Prevue Selection Report provides information on John Johnson’s approach to a number of work related subjects that can significantly impact job performance. A manager can use this information to better understand this candidate’s natural response to these important work requirements or situations and overall suitability for the Customer Service Representative position.

Each of the Approach to Work scales addressed in this section is derived from one or a composite of the Prevue Personality scales reviewed in the Total Person and Individual Characteristics sections of this report.

There are no Prevue Benchmarks developed to identify the preferred score ranges on the Approach to Work scales. It is expected the hiring manager will have sufficient understanding of the Customer Service Representative Benchmark position to know what the position and the company culture requires.



\* See Aspects of Assertiveness

### 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 Mr. Johnson.

Some see work as a means to an end while others define themselves by their work. John Johnson's career is a means to an end and far from being a defining characteristic of his life. If there is a conflict between home and work, his personal life will rarely be compromised. Home, family and leisure activities are markedly important to him and probably help him to deal with a greater variety of business problems.

1	2	3	4	5	6	7	8	9	10
	(2)								

### Compliance

**QUESTIONS RULES (1) vs. ADHERES TO RULES (10):**

The Compliance scale identifies an individual's inclination to adhere to rules set by an employer and resist the temptation of intentionally engaging in behaviors that are considered to be detrimental to an organization's productivity or workforce attitudes.

John Johnson likes variety and challenge, and often prefers a minimally structured work environment. If rules and procedures seem to hinder expediency, this person may question or even disregard some guidelines to achieve goals. John Johnson seeks new experiences and will be inclined to tackle work in a personal way rather than following a set protocol or established practice. Completing frequent routine or repetitive tasks may be difficult to tolerate for this person. They tend to improvise, be impulsive, and take risks. John Johnson could resent long working hours and may react negatively to heavy pressure. This could include carelessness, moodiness, or disruptive behavior such as finding fault in others. Under heavy stress, John Johnson could be less attentive and less motivated to follow the rules than more compliant employees.

1	2	3	4	5	6	7	8	9	10
(1)									

### Compensation Preference

**FIXED SALARY (1) vs. COMMISSION/BONUS (10):**

The Compensation Preference scale identifies whether John Johnson is more motivated to work by a secure salary or by performance based remuneration.

John Johnson much prefers striving for profit-sharing or performance-based remuneration rather than being on salary. He really enjoys taking chances and relishes the excitement of incentive-based bonus. Given a compensation package largely or exclusively salary, he will need support to see the value in this. Keep in mind that he will find ways to get around obstacles, even if that requires bending the rules. He rarely counts the costs and can be a demanding leader.

1	2	3	4	5	6	7	8	9	10
									(10)

### 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.

John Johnson is somewhat inclined to be daring and impulsive, occasionally without considering the consequences of his actions. He tends to believe that "the end justifies the means," and may be less concerned about the downside of his actions or decisions. He is probably a confident person with good social skills, which are vital assets in business. His venturesome behavior could add creative impetus to reaching corporate goals.

1	2	3	4	5	6	7	8	9	10
								(9)	

### Preference for Change

**LIKES ROUTINE (1) vs. LIKES CHANGE (10):**

This scale identifies where Mr. Johnson fits in the continuum between a structured environment with a fixed routine and a dynamic fast changing working environment.

John Johnson truly enjoys change and values innovation so that he can look for new ways to deal with routine work. He likes to take control of events and will react proactively to new trends. He tends to seek change for its inherent excitement, rather than because it is necessary.

1	2	3	4	5	6	7	8	9	10
								(9)	

### 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.

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

1	2	3	4	5	6	7	8	9	10
				(5)					

### Task vs. Person Focused

**TASK FOCUSED (1) vs. PERSON FOCUSED (10):**

This team characteristic scale distinguishes those who focus on the needs of the task or project in hand from those who are focused on their own and their team members' needs.

With more focus on people than on the task in hand, John Johnson tends to be friendly and easy-going at work. This person enjoys a moderately busy environment, with more variety than routine, and frequent contact with others. Usually frank and objective, John is a good communicator but does not need to be the center of attention all the time. When job performance depends on collaboration or interaction with others, effective concentration on people is the best asset John Johnson brings to a team.

1	2	3	4	5	6	7	8	9	10
						(7)			

### Self vs. Relationship Focused

**SELF FOCUSED (1) vs. RELATIONSHIP FOCUSED (10):**

This team characteristic scale distinguishes those who are self focused from those who are inclined to focus on others on the team.

Driven to succeed, John Johnson is apt to focus on self-created plans rather than others' views and relationships. This person will likely develop a personal agenda and make it a high priority. Employees with intense self-focus can be edgy, and somewhat untidy, but they are also creative and can provide strong leadership. John will often think ahead and ask questions such as "Where will I get the resources?" or "When I reach this goal, what is my next move?" Decisions are usually pragmatic, based on evidence and performance. John Johnson will prefer job roles that offer personal latitude and reward individual achievement.

1	2	3	4	5	6	7	8	9	10
	(2)								

### Aspects of Assertiveness

**SUBMISSIVE (1) vs. ASSERTIVE (10):**

This personality scale influences a person's response to the following important work situations or circumstances:

1	2	3	4	5	6	7	8	9	10
					(6)				

**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.

John Johnson is a well-balanced leader with a slight inclination to be explicit and directive. In a crisis, he can take command and make certain that the team knows what must be done and when. On the other hand, when a gentle approach is needed, he will excel as the "guide on the side" with a completely democratic style.

**APPROACH TO LISTENING - SYMPATHETIC (1) vs. CONTROLLING (10):**

The Approach to Listening scale is measured from 1 for a person who is an exceptionally sympathetic listener to 10 for a person who tends to dominate a conversation.

John Johnson tends to be enthusiastic about his own ideas but he still leaves room for others to express theirs. Being outspoken and self-confident, he will invite debate and probe for complete understanding of other points of view. In short, Mr. Johnson is a good listener who may only require some skill enhancement to be really effective at obtaining and analyzing other people's ideas. He could be encouraged to recognize that others' hesitancy to speak out usually indicate shyness, not lack of commitment.

**APPROACH TO CONFLICT - ACCOMMODATING (1) vs. FORCEFUL (10):**

This scale distinguishes those who avoid conflict by being accommodating from those who are forceful in their approach to conflict.

John Johnson balances soft skills with a direct approach to conflict. Because he is sure of himself, he is efficient in debate and confrontation and will only occasionally be worn down by the impact of others. In highly-charged, emotional situations, he should be able to switch easily to a moderate, accommodating style of conflict resolution.

## Part 7 - Best Practice Information

**Assessment Administration:** Best Human Resources practice recommends that assessments be administered to candidates in a controlled environment under the supervision of a proctor to ensure that:

- ▶ The person who completes the assessment is in fact the candidate.
- ▶ A candidate's responses to the assessment questions are not affected by collusion with others or by other actions that would invalidate the assessment.
- ▶ The supervisor is able to address unexpected conditions or problems affecting a candidate and to provide reasonable accommodation for candidates where required.

Where a candidate completes the assessments without supervision the accuracy of the results cannot be guaranteed. In such circumstances you may wish to have the candidate retake the Prevue Assessments in a controlled environment at the time they attend your offices for an interview. For more information on the administration of the Prevue Assessment, please see "Administering the Prevue Assessments" in the Prevue How To Guides posted at [www.prevueonline.com](http://www.prevueonline.com).

**Assessment Weighting:** The weight given to the Prevue Assessments in any human resource selection or other high stakes decision should not exceed one-third of the total decision making process. The remainder of the process, including the candidate's work history, interview, background checks, etc., should be considered together with the results of this report.

**Ensuring Fairness:** When properly administered, the use of the Prevue Assessments will help to ensure that job applicants are treated fairly without regard to race, colour, religion, sex or national origin. The Prevue Assessments have been designed and developed to conform to the human rights legislative and best practice requirements prevailing in the various countries where the Prevue Assessments are distributed. This includes the EEOC Guidelines, the Americans With Disabilities Act, and the standards for test development published by the American Psychological Association, the British Psychological Society, and the Association of Test Publishers.