



prevueTM
approach to work

Daugharty Group Inc.

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Jack Campbell



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Report Design Options Selected for this Report

Report Family: Screening & Selection
Type: Approach To Work Report
Scope: Personality (P)
Format: Comprehensive

Prevue Assessments presented in this report:

- ▶ 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

Part 1 - Understanding this Report

This report provides information on Jack Campbell's approach or response to a number of work-related subjects. The information is provided to assist management in gaining a better understanding of the candidate to support selection and development decisions. The Approach to Work Report will help to answer questions such as:

- ▶ Is the candidate inclined to take risks?
- ▶ Does the candidate live to work or work to live?
- ▶ Is the candidate better motivated by a fixed salary or flexible income?

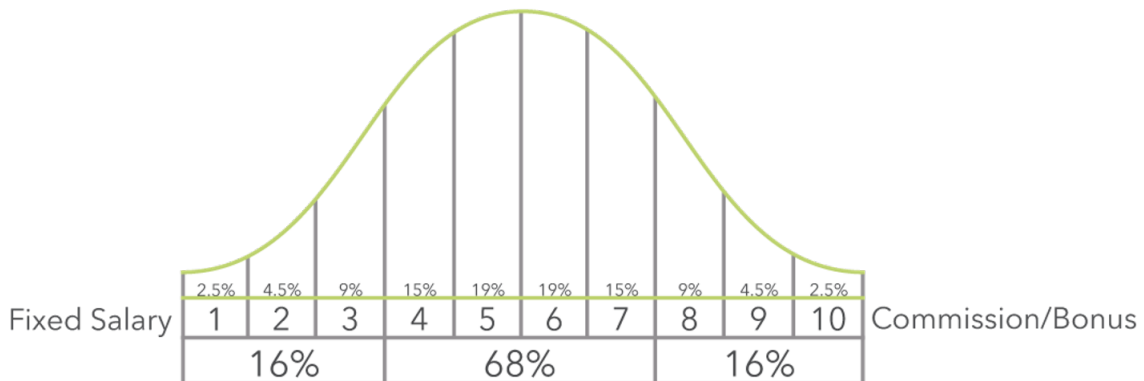
The Approach to Work scales are derived from one or a composite of the Prevue Personality scales that are addressed in the Prevue Personality Assessment.

There are in fact two types of scales included in this Approach to Work report:

1. Eight of the eleven scales are composite scales. Each composite scale is composed of a combination of Prevue personality trait scales that are displayed in Prevue Selection and other Prevue reports. One might say therefore that a composite scale is a recipe comprised of portions of personality traits.
2. The other three scales in Approach to Work are referred to as "Aspects of Assertiveness" as they are all derived from the Submissive vs. Assertive personality scale that is exhibited in Prevue Selection and other Prevue reports.

The Prevue major and minor personality scales that are considered in Prevue Selection and other Prevue reports are trait scales that describe a candidate's personality traits or characteristics from which we infer certain behaviors. Composite scales, on the other hand, are a combination of personality traits that examine particular work subjects or situations which are significant to effective performance in most jobs.

Prevue Scoring



The assessment results collected from a very large sample of the general working population, when graphed, produces a bell shaped curve shown in the above diagram. The bell curve is divided into standard tenths ('stens') and the percentage of the population that will score on each sten is shown in the diagram.

Approximately 16% of the population will have sten scores in the 1-3 ranges and 16% in the 8-10 ranges. The other 68% will score in the middle ranges 4-7.

Example: A score of 9 in the Compensation Preference scale shown above would indicate that the candidate was more inclined to be paid by way of commission than 93% (the sum of the percentages for sten 1 to 8) of the general working population.

Part 2 - Approach to Work

This section of the report identifies Jack Campbell's scores on each of the Approach to Work Scales followed by an explanation of the significance of each score.

You may occasionally observe what appear to be conflicts between the description of a score on a trait scale in the Prevue Selection or other reports and the description of a candidate's score on an Approach to Work composite scale. This apparent conflict arises out of the fact there are several Prevue trait scales being considered in each composite scale and the scale descriptions for the more significant components of the composite scale can appear to conflict with the description of the score on the composite scale.

Generally, scores and descriptive text for the composite scales should take precedence where there is an apparent conflict with the description of a score on a trait scale because composite scales are examining very specific aspects of job performance and are able to take relationships between scales into account. Also, composite scales usually have higher coefficients of reliability than individual trait scales.

For more information on the Approach to Work scales and their relationship to the personality trait scales utilized in Prevue Selection and other Prevue reports, please see Understanding Approach to Work Scales.

		1	2	3	4	5	6	7	8	9	10	
Focus on Work	Works to Live				4							Lives to Work
Compliance	Questioning			3								Compliant
Leadership Style *	Democratic							7				Commanding
Compensation Preference	Fixed Salary							7				Commission/ Bonus
Approach to Listening *	Sympathetic							7				Controlling
Approach to Risk Taking	Careful				5							Daring
Preference for Change	Likes Routine				5							Likes Change
Approach to Conflict *	Accommodating							7				Forceful
Approach to New Ventures	Cautious				4							Optimistic
Task vs. Person Focused	Task Focused			3								Person Focused
Self vs. Relationship Focused	Self Focused				4							Relationship Focused

* 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. Campbell.

Some see work as a means to an end while others define themselves by their work. Jack Campbell's career is a means to an end, not a defining characteristic of his life. If there is a conflict between home and work, his personal life will often take priority. Home, family and leisure activities are 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
			4						

Compliance

QUESTIONING (1) vs. COMPLIANT (10):

The **Compliance** scale indicates the most likely behavior regarding acceptance of an employer's rules and procedures.

While rarely disregarding guidelines, Jack Campbell may question standard procedures when there is concern about reaching goals. Similarly, a steady workload of routine tasks can lead to frustration because occasionally Jack tends to improvise, use intuition, or take moderate chances by bending rules. Rather than strictly adhering to established methods, if given a choice, this employee may prefer to work in a new or personal way. Some disruptive behaviour, such as taking longer breaks than allowed, could be a response to long hours or job stress. In less demanding situations, Jack will be inclined to abide by the employer's rules.

1	2	3	4	5	6	7	8	9	10
		3							

Compensation Preference

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

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

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

1	2	3	4	5	6	7	8	9	10
						7			

Approach to Risk Taking

CAREFUL (1) vs. DARING (10):

This **Approach to Risk** scale is measured from 1 for avoidance of risky behavior to 10 for willingness to engage in risk.

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

1	2	3	4	5	6	7	8	9	10
				5					

Preference for Change

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

All workplaces change. Change is lower and slower in structured settings with a steady rate of fixed routines. It is higher and faster in dynamic environments with a swift pace of variable tasks. This scale shows the level of change that supports optimal performance for Jack Campbell.

With a balanced response to change, this employee will succeed at routine work as well as a variable tasks in a fairly systematic but lively environment. Taking a fresh approach to resolve new issues, Jack will meet occasional demands for brisk action. When there are unexpected developments--such as personnel replacements, reorganization, downsizing, or expansion--Jack will generally maintain good work performance.

1	2	3	4	5	6	7	8	9	10
				5					

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. Jack Campbell is a well-grounded individual who is somewhat given to pessimism. Although he might be uneasy about voicing negative opinion, he would not keep silent about his concerns and will encourage the team to 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
			4						

Task vs. Person Focused

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

An employee's focus may range from the inanimate factors of the current assignment to the human aspects of the people doing the work. This scale shows where Jack Campbell is most often focused when performing a task.

With more focus on task than people, Jack's most frequent concern will be the getting the job done. This person will participate in team activities but job requirements will be the main theme of most interactions. Jack's best asset is staying attentive to work to support the overall team performance.

1	2	3	4	5	6	7	8	9	10
		3							

Self vs. Relationship Focused

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

A team member's work focus ranges from a wholly internal view (looking only at him or herself) to a fully external view (considering relationships with others on the team). This scale shows where Jack Campbell is most likely to be focused when working with a team.

Jack will focus slightly more on self-created plans rather than relationships. Although concerned for others' views, Jack will sometimes use personal tactics to reach goals. Employees with moderate internal self-focus may be wilful on occasion, but they are usually determined to do well. Jack's decisions are often based on evidence and performance, with some input from others and consideration of how they will be affected. Jack will tend to prefer job roles that offer reasonable personal latitude, some opportunity to develop relationships, and recognition for individual merit.

1	2	3	4	5	6	7	8	9	10
			4						

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
						7			

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.

Jack Campbell has a nearly balanced approach to leadership with a moderate 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 function as the "guide on the side" with a more 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.

Jack Campbell tends to be enthusiastic about his own ideas and sometimes leaves little opportunity for others to express theirs. Being outspoken and self-confident, he may well talk for others if they hesitate to speak. Similarly, if peers or subordinates are strident, he may only hear the tone of their words and could miss their meaning. He could be encouraged to develop his active listening skills such as paraphrasing, questioning, and neutral repetition. Setting specific goals to promote more dialogue would increase the involvement and contributions of others.

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.

While Jack Campbell does not lack soft skills, he prefers a direct, even somewhat forceful, 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 to a more moderate, accommodating style of conflict resolution.

Part 3 - 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.

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.