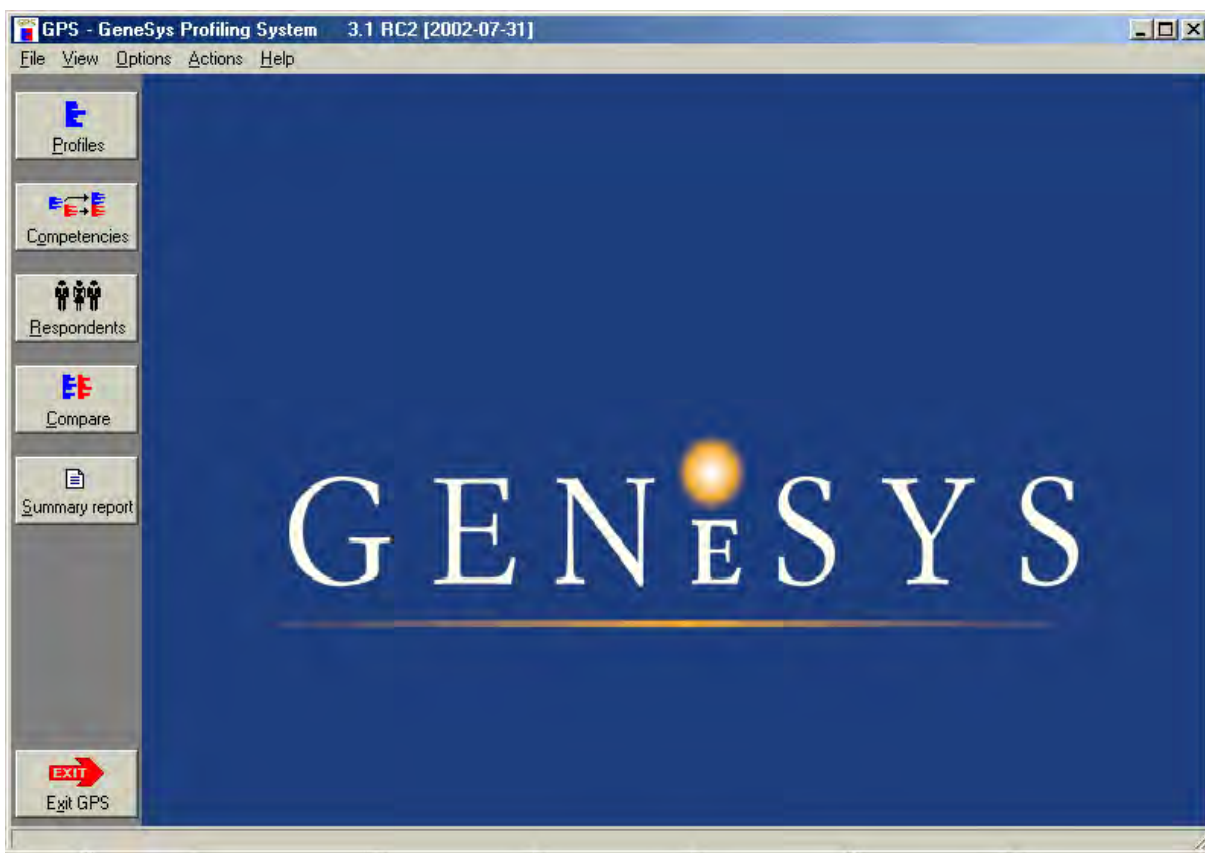


GeneSys Candidate Profiler

Decision support



V5

OPRA
Consulting Group

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GeneSys Candidate Profiler

Overview

If your motto is “if all else fails read the manual”, save yourself time and read this section and the interesting features section that follows. This document is a ‘how to’ guide taking you through the process from beginning to end. It is not a user manual.

The purpose of Profiler is to calculate a profile similarity coefficient (PSC) between two sets of scores. A PSC is a number between -1 and $+1$. The closer to $+1$ the more alike are the two sets of scores. Within Profiler, two sets of scores can be presented graphically for some profile types.

The first step is to define a set of scores to use as the Ideal Profile. The usual method is to make a copy of a template and edit it. This defines the test and scales you wish to use for the comparison. Having selected the scales for use you then set the ideal score for each scale. A selection of Ideal Profiles can optionally be combined into a Competency Set (step 2).

The second set of scores are typically those of a candidate (step 3), who must have scores for **all** scales used in the Ideal Profile. Comparing candidates with profiles (step 4) and generating reports (step 5) complete the process.

Remember: Profiler is a decision-support tool, not a decision-making tool. It helps answer questions that are often asked about similarity of individuals to each other or between an individual and the ideal person specification for a role. It should not be used to justify a decision about candidate suitability for a role but may be used to inform a decision.

Interesting features.

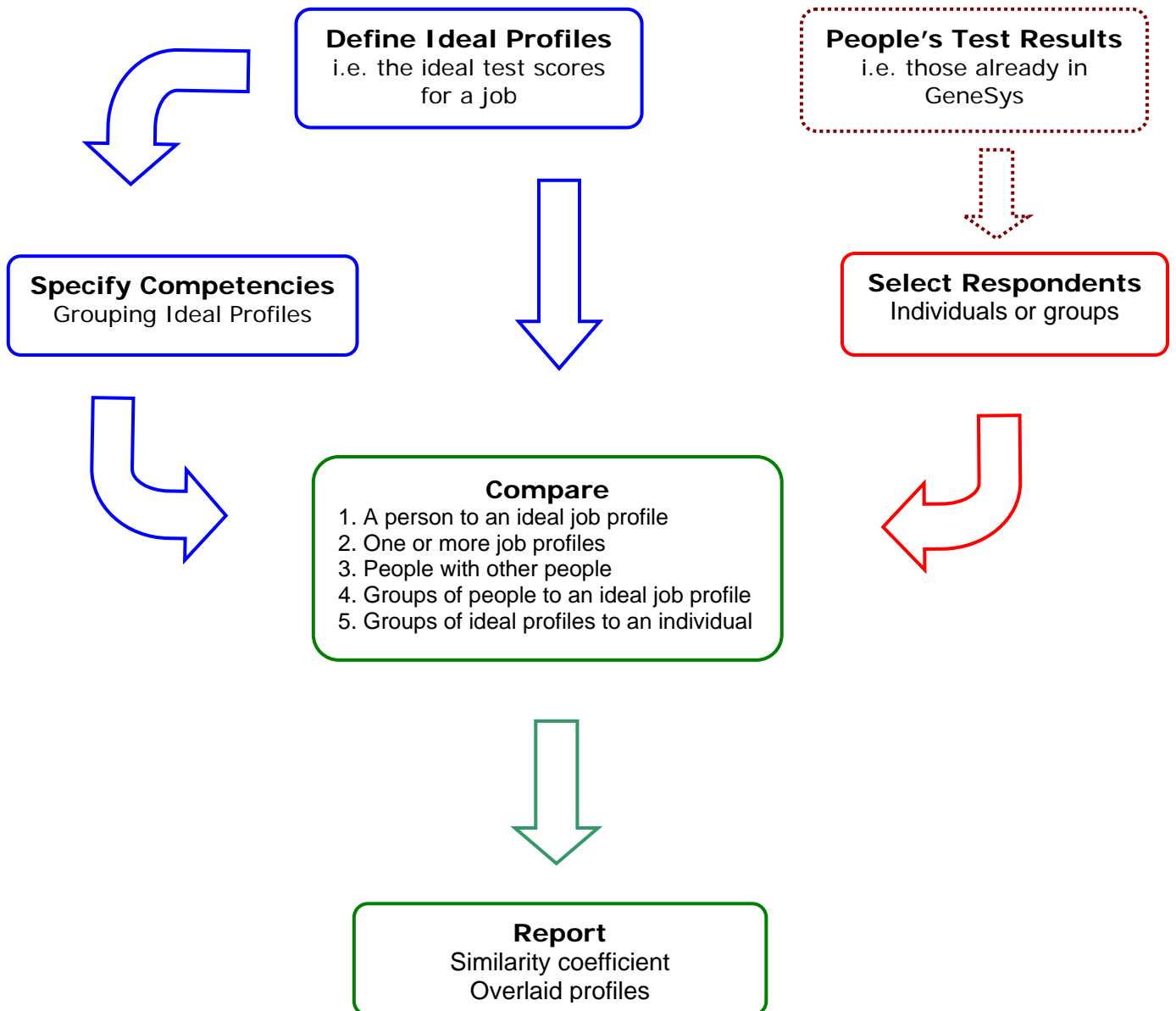
For any test/scale you can determine a *weighting* in the PSC calculation. For example, if you wish to weight a reasoning test score more than a personality scale score you can increase its weighting in the calculation.

For any true score you can determine a *revised or ‘transformed’ score* to be taken into the calculation. This facility can be found within Ideal profile/edit/view-set transformation. For example, assertiveness might be desirable in an applicant but only up to a certain level.

Example: You could use this feature to determine that scores between 1-7 stand as they are (i.e. the score is not changed/transformed for the calculation) but a score of 8 is treated as a 6, 9 as a 5, 10 as a 4 etc. This addresses the issue of curvilinear relationships between scales and ideal scores.

Schematic of Profiler

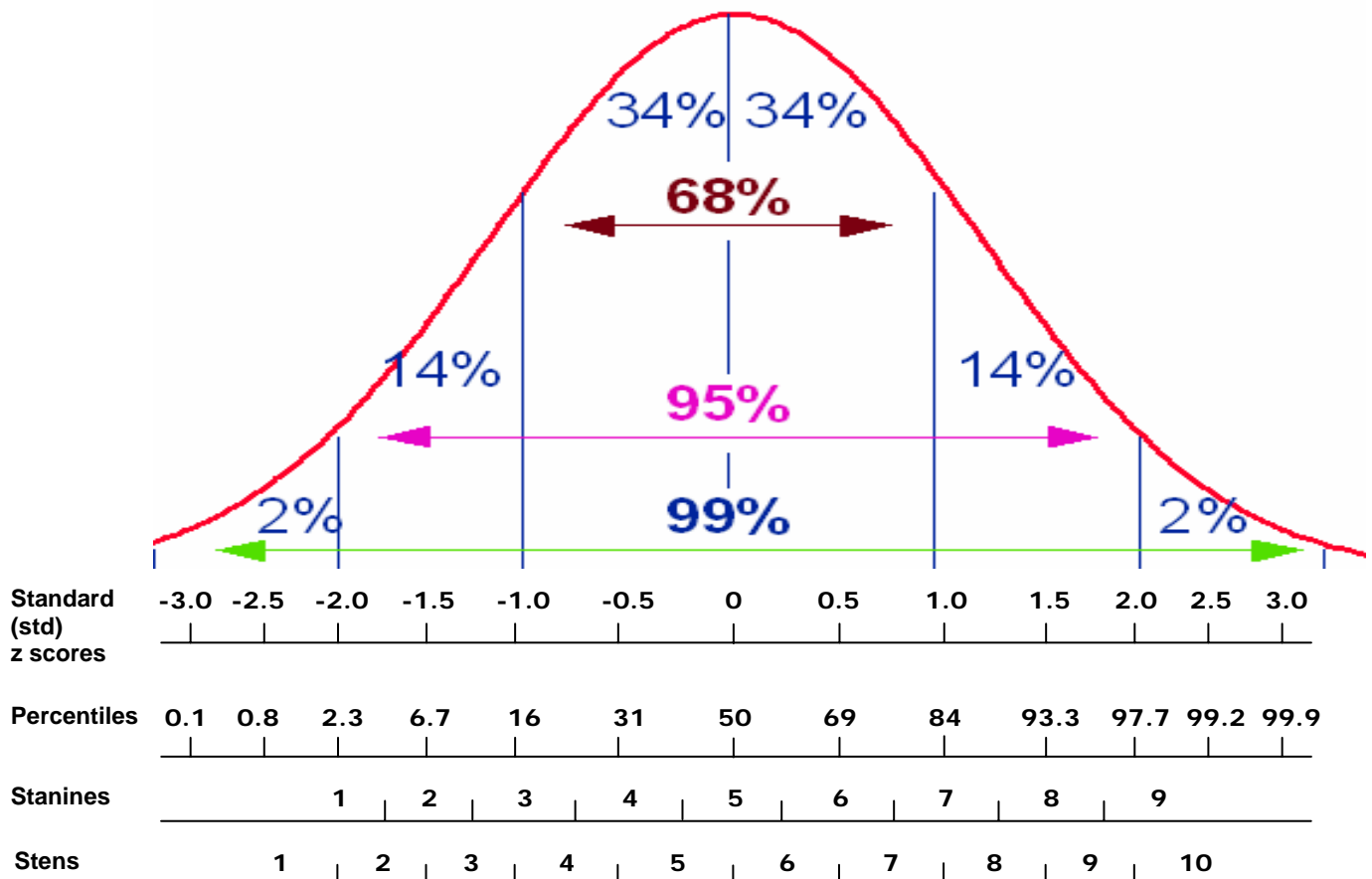
These functions reside under the Profile button in the main screen of GeneSys.



Distributions Under the Normal Curve

All GeneSys assessments are expressed and reported on as standard scores: either Stens [15FQ, Sales Preference Indicator, VMI, Maori Knowledge Assessment, Jung Type Indicator] or Stanines [OPP and all ability tests].

The relationship between these systems, the standard deviation scores and the proportions of the population that lie around the average [mean] score of any population are shown below.



SO.....

When creating an ideal profile it is important to be "realistic". You need to consider the distribution of an attribute or capability within the population you will end up comparing individuals against least it become somewhat "over the top".

Percentage of applicants with target scores

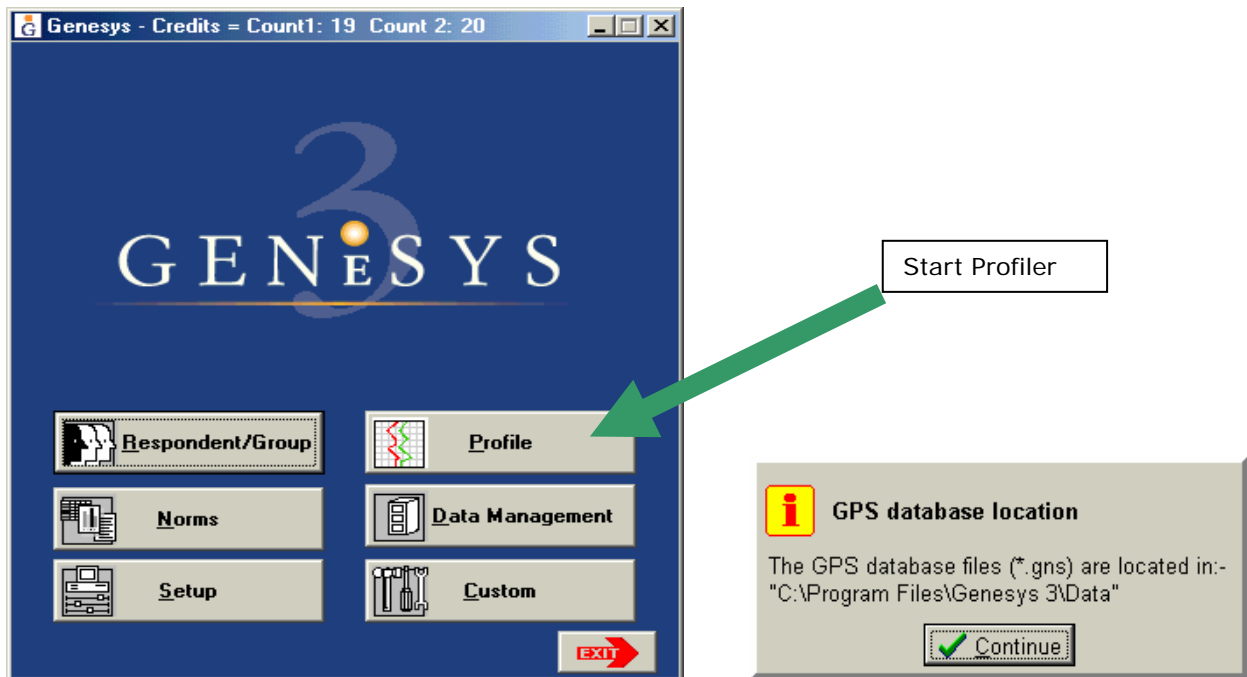
Sten score	Percentage	Stanine score	Percentage
Either 5 or 6	19%	5	22%
Either 4 or 7	15%	Either 4 or 6	17%
Either 3 or 8	9%	Either 3 or 7	11%
Either 2 or 9	4%	Either 2 or 8	6%

(Approximations)

Profiler “How to” Guide

From the Genesys3 front page {Figure 1}, select the **Profile** button. This brings you to the Profiler front page {Figure 2}, which lists any existing profiles in the system.

Figure 1



Ways of creating Ideal Profiles

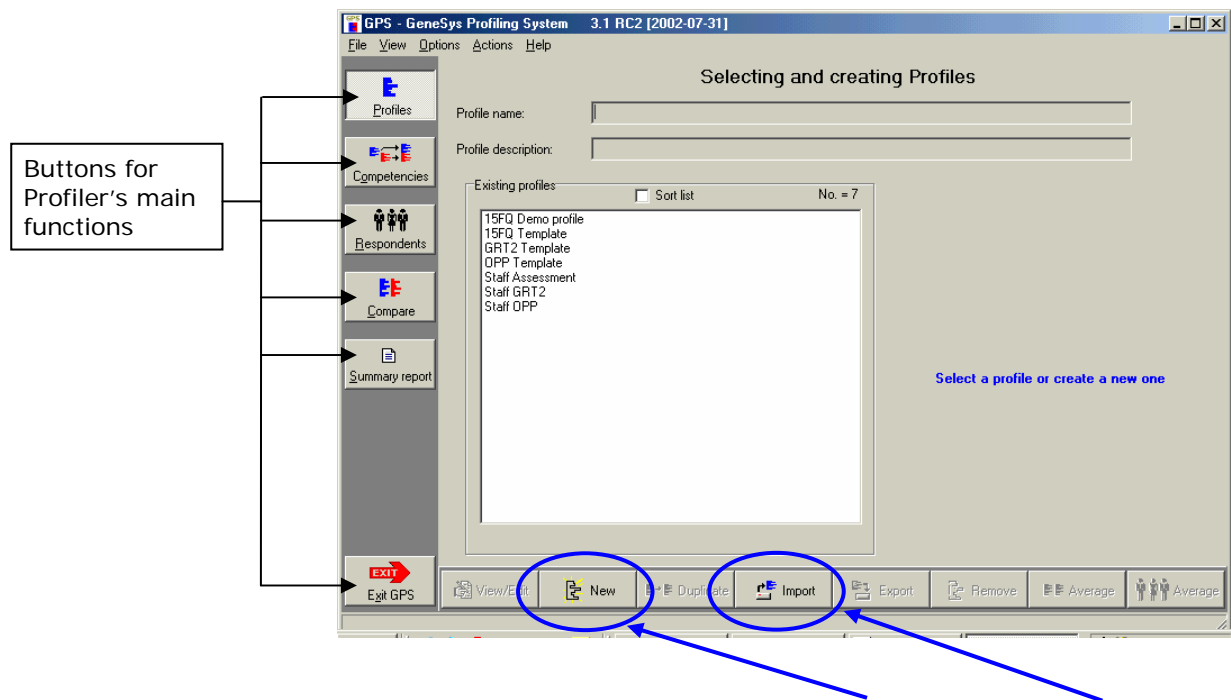
There are a number of approaches you can take to build an Ideal Profile:

1. Entering standard scores manually into a newly created Ideal Profile blank.
2. For the 15FQ and OPP only, completing a short questionnaire on screen (15FQJ & OPPJ).
3. Answer sheet (15FQJ & OPPJ) – *not available in NZ*.
4. Import a profile from another GeneSys system (**.gie Files**).
5. Duplicate a template or existing profile and edit scores and other parameters.
6. Average of related existing profiles.
7. Average of a group of people – e.g. high performing groups of staff.
8. Based on the scores of one person – e.g. a benchmark high performer.

Selecting or Creating an Ideal Profile

Having first determined what tests/ scales will be used in the profile, you use the ideal profile to determine the ideal score on each of the scales. In other words, here you are setting out the parameters of the tests and scales you want to use.

Figure 2 Selecting and creating Profiles – opening screen



In the absence of a suitable Profile to start with, create a New one or Import one (a file with the suffix .gie).

However, the recommended approach is to select an existing profile or template and use the **Duplicate** option.

What you may need to do first is to create a set of templates under the ideal profile for those assessments you use most regularly and then use these to build specific profiles within your business or client base.

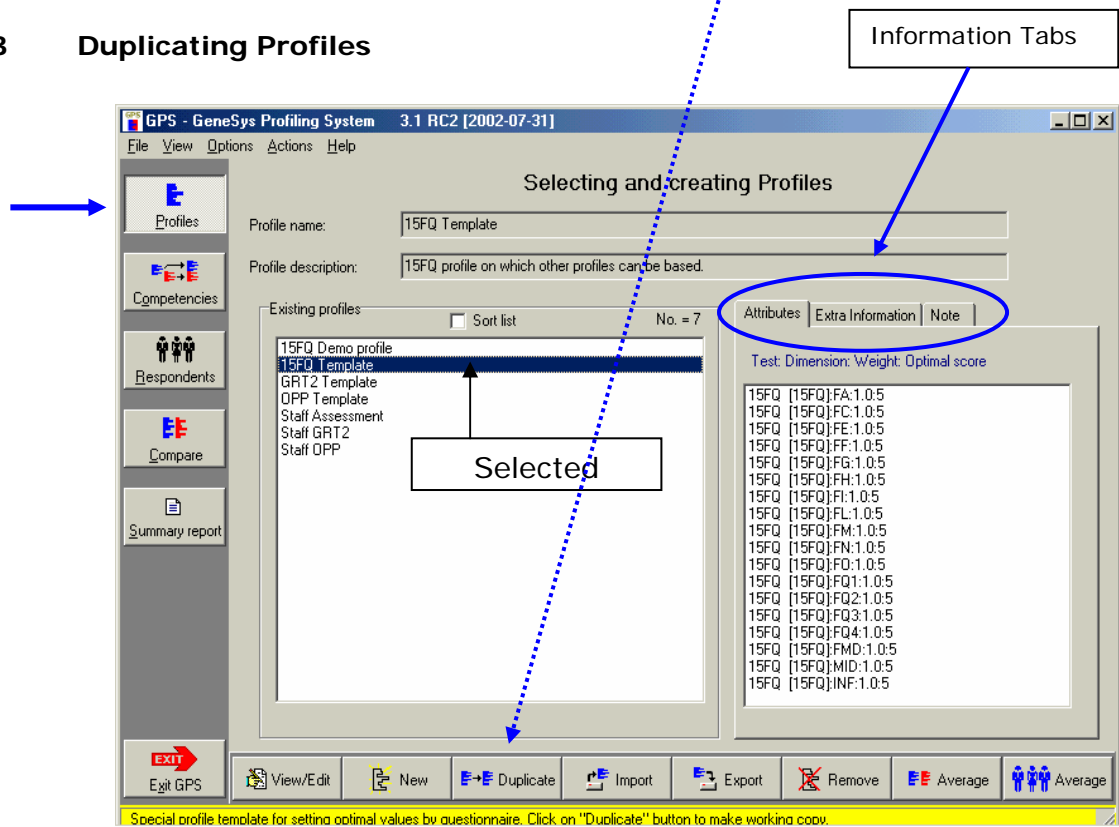
Details on how to apply the duplicate function are shown on the following page.

Creating Ideal Profiles using the Duplicate Option

In Profile view, select a profile template and select the **Duplicate** option to specify a new Profile {see Figure 3}.

Note the Information Tabs in Figure 3. These show the Attributes or measures that this Profile uses and Extra Information that has a Report button that produces a report of the composition of the Profile selected.

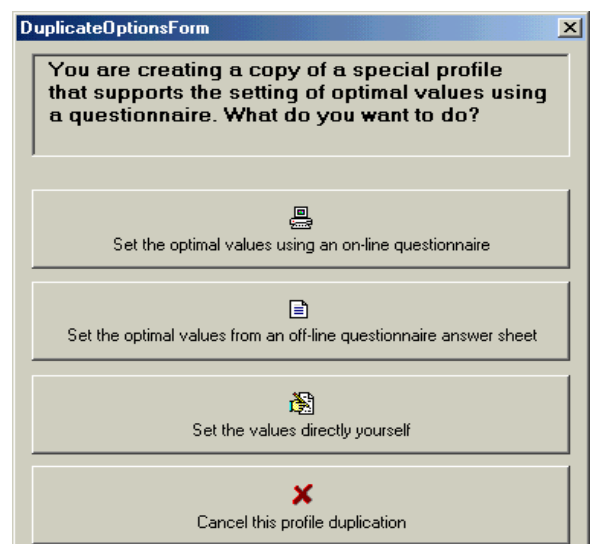
Figure 3 Duplicating Profiles



There are three main ways to specify a new duplicate profile and these are shown in Figure 4:

1. Filling out a short questionnaire.
2. Data entry from an answer sheet.
3. Setting the values directly yourself.

Figure 4 Duplicate Options Screen



Creating a duplicate profile– recommended Steps.

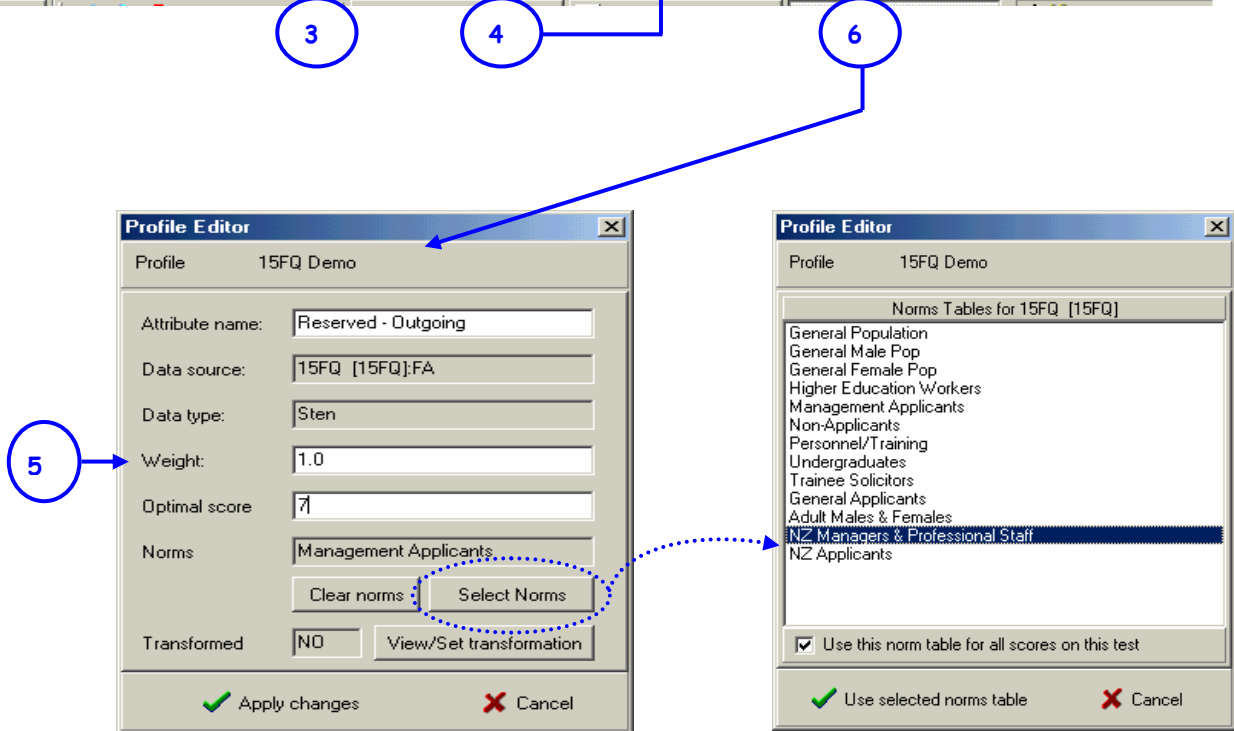
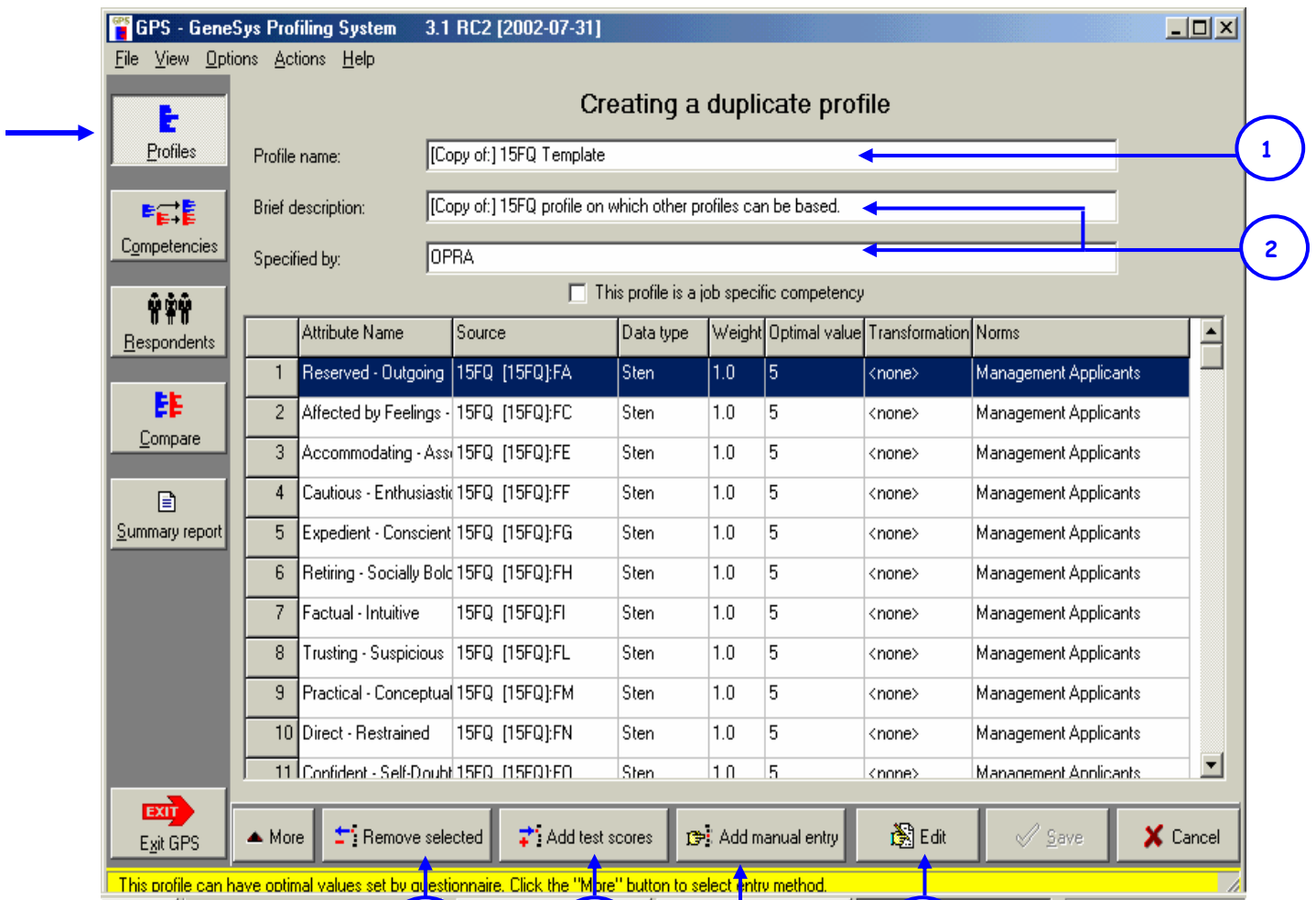
Using the main methods, select the profile template you wish to duplicate (e.g. 15 FQ) then:

- 1 Rename the Profile and delete the words [Copy of:] label. **The latter step is important.** If not done the Detailed report function {see figure 11 on page 12} will not display a profile chart.
- 2 Amend “Brief description” and “specified by”.
- 3 Remove selected scales. **(Optional and not recommended unless know from criterion validity research).**
- 4 Use Add test scores or Manual entry of user defined ratings if you want to build up a composite ideal profile.
IMPORTANT POINT – **adding a manual entry** produces a correlation measure only – **no profile visual can be produced.** (But see notes on the Competencies function).
- 5 Adjust Weighting of scales. **(Optional and not recommended unless know from criterion validity research).**
- 6 Using the Edit function Select Norms.
- 7 Select View/ set transformation. **(Optional and not recommended unless know from criterion validity research – see page 11 for details).**

Don't forget to save once you have edited the profile. Once done the new profile will be registered on the Profiles front screen as in figure 3 above.

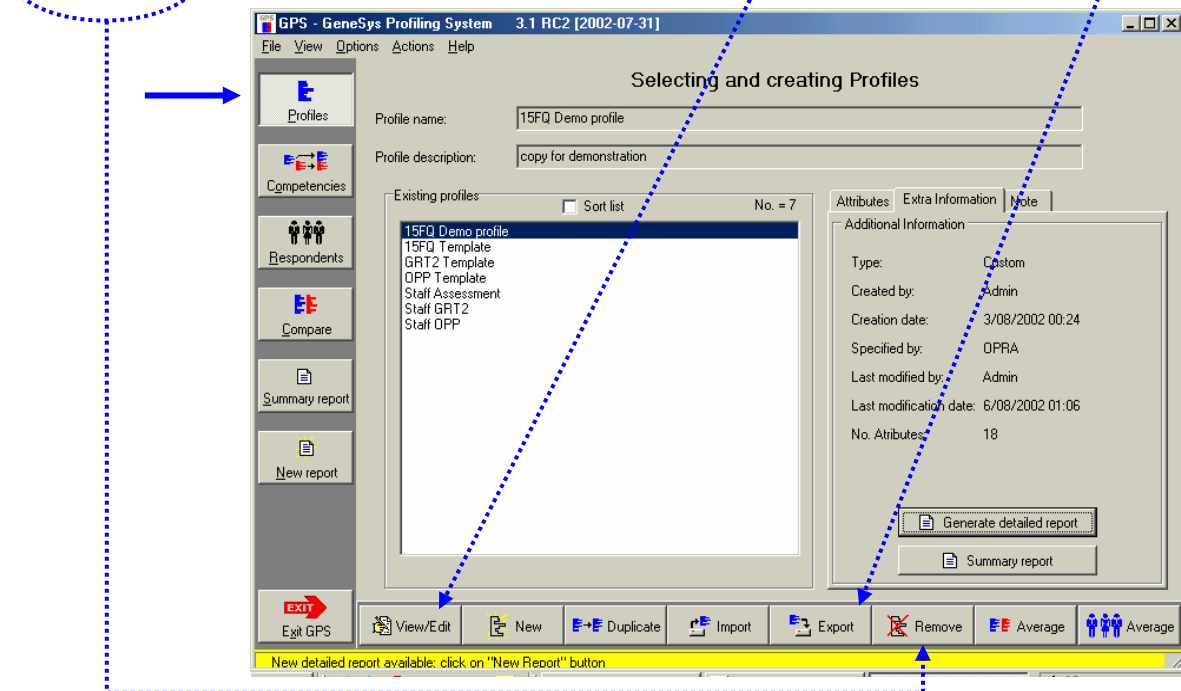
A detailed visual of these steps is displayed in figure 5 on the following page.

Figure 5 Creating a duplicate profile manually



IMPORTANT POINT – removing any scale of a behaviour profile, even the validity measures, produces a correlation measure only – no profile visual can be produced.

Duplicated profiles also may be edited via the View/Edit button, Exported and Removed.



AN IMPORTANT POINT TO REMEMBER – DO NOT remove a Template profile unless you have very good reason to do so.

Each new template creates its own attribute sets that are used for subsequent duplicates. Removing and replacing a profile template with anything other than an Import of a copy of itself is likely to lead to incompatibility between the previous and subsequent profiles for apparently the same tests.

Additional Options for Creating Profiles

There are two more ways of creating profiles. Both are fairly self-explanatory and described briefly below:

- Creating the Average of related Profiles. This is simply combining a cluster of ideal profiles you have already developed for roles that are similar to the one you are working on.
- Creating a Profile based on respondent scores in a Group specified in GeneSys. You would typically select a cluster of individuals identified as benchmark indicators based around some specific criteria e.g. performance, reliability, attendance, etc. Once the group is selected, the programme calculates an average of the scores to produce a new profile.

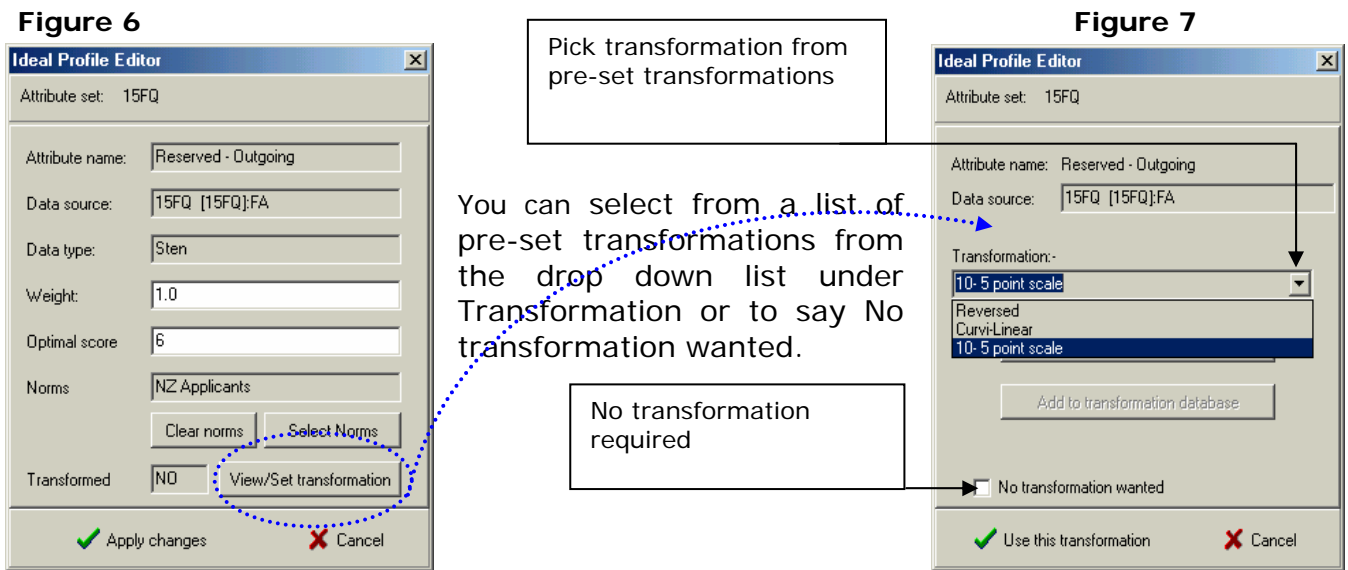
For each of these methods, steps 1, 2, and 6 outlined in the “Creating a duplicate profile” section above will apply.

Transforming Scales – [Transformations]

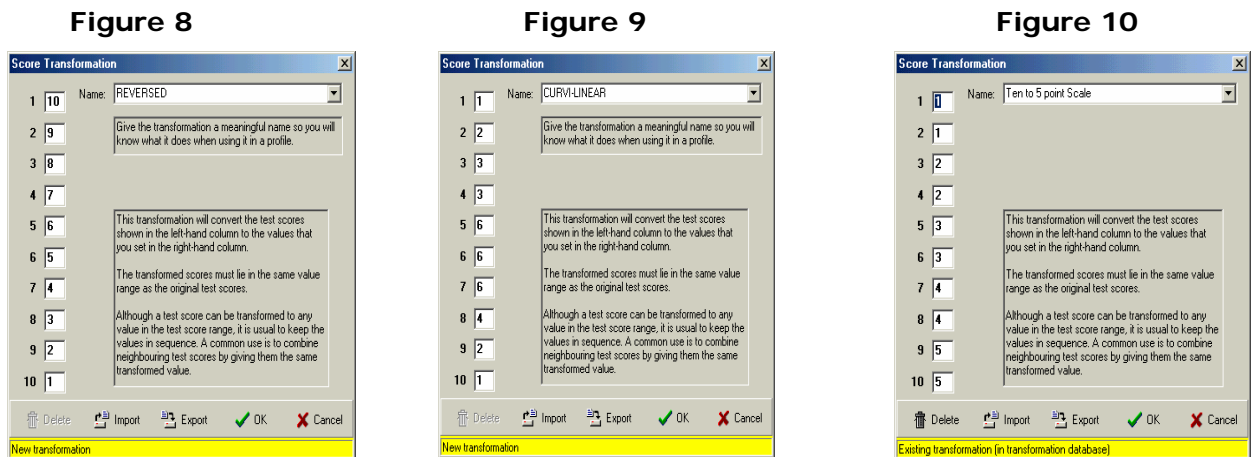
Transformation is the ability to change the weighting of a score by applying a scoring mechanism to the attribute scales. Using a transformation will make sense in the case of many preference measure scales used in an ideal profile but is not required in order to calculate a profile similarity figure (PSC).

To really justify transforming a scale, you must first have conducted criterion validity studies to substantiate the relationship between the attribute(s) and the job.

Selecting the View/Set transformation button in Figure 6 opens Figure 7.



There are many different possible transformations. The scale may be reversed indicating that very low scores are desirable and very high scores are undesirable {Figure 8}. Equally the transformation may take into account curvi-linear relationships {Figure 9}. E.g. scores up to 7 may be desirable but scores of 8, 9 and 10 may be undesirable. A third example transforms a 10-point scale into a 5-point scale {Figure 10}.



Transformations may be saved to the menu and exported or imported rather than being recreated each time they are needed.

Previewing Ideal Profiles

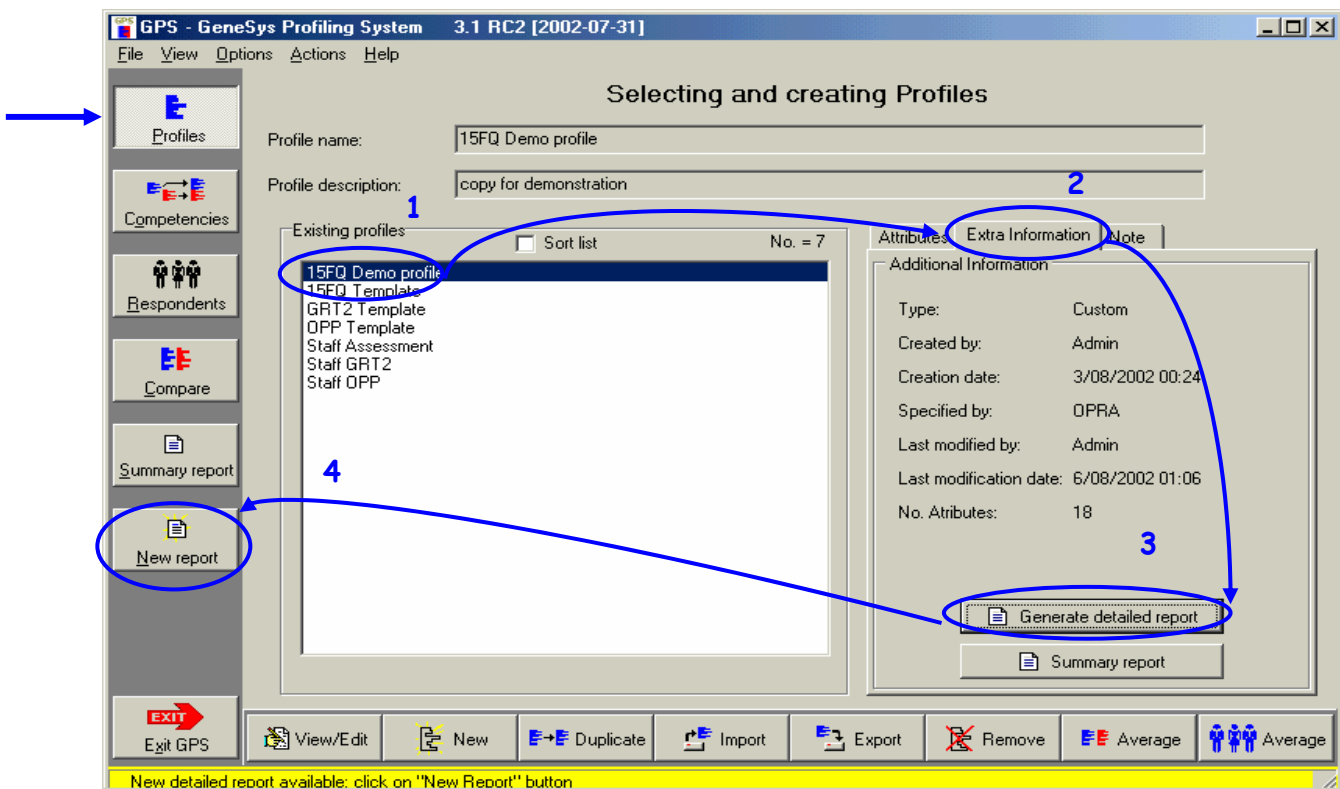
It is possible to preview a profile once you have created it. While a numerical data summary report is available for all profiles, it is also possible to produce a graphical “visual” of some of the behaviour measures. Currently this is possible only for the OPP and 15FQ but the process will apply to other behaviour measures as they become available.

To preview a profile first select it in the normal way, then click the Extra Information tab in the Profiles screen. This displays the report buttons available for that profile.

For a limited number of personality questionnaires you can view and print the ideal profile chart by pressing the Generate detailed report button followed by the New report button. What is produced is a document in *rtf* format in your Word Processor). *The detailed report button only appears for those tests for which this function is available.*

Figure 11 below illustrates the process; an example of a preview report is provided on the following page.

Figure 11 **Displaying an ideal profile**



Ideal Profiles - Ideal Profile Reports Previews

Summary Profile Report

Detailed Profile Report

Candidate Profiling System

Summary Report:-

Created by: Admin

Date: **Monday, 19 August 2002**

Profile "15FQ Demo profile"

Brief description

Copy for demonstration

Information

No. Attributes: **18**

Parent Attribute Set: **[Generated by GPS from:] 15FQ Template**

Parent ID: **FF836439-4C2E-48BB-95A3-C5AE1D13FDC5**

Detailed Report Supported: **TRUE**

Test Name: **15FQ**

Created By: **Admin**

Created On: **2002-08-03 00:24**

ID: **A9D55B3E-6692-496C-9960-43BA2488C00F**

Modified By: **Admin**

Modified On: **2002-08-06 01:06**

Profile Type: **Custom**

Specified By: **OPRA**

Profile Test Available: **TRUE**

Attributes

18 attributes have been specified.

Reserved - Outgoing

Source: **15FQ [15FQ]:FA**

Data Type: **Sten**

Weight: **1.0**

Optimal Score: **4**

Norms: **NZ Managers & Professional Staff**

Affected by Feelings - Calm-Stable

Source: **15FQ [15FQ]:FC**

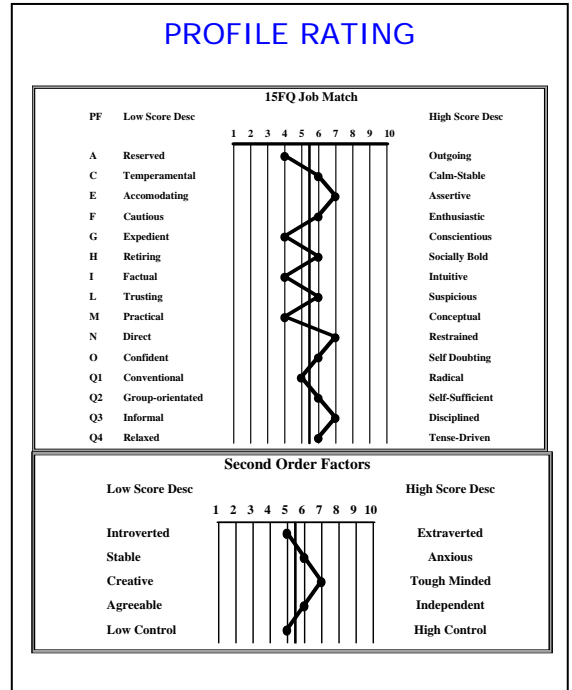
Data Type: **Sten**

Weight: **1.0**

Optimal Score: **6.5**

Norms: **NZ Managers & Professional Staff**

(etc for all 18 attributes)



Competencies

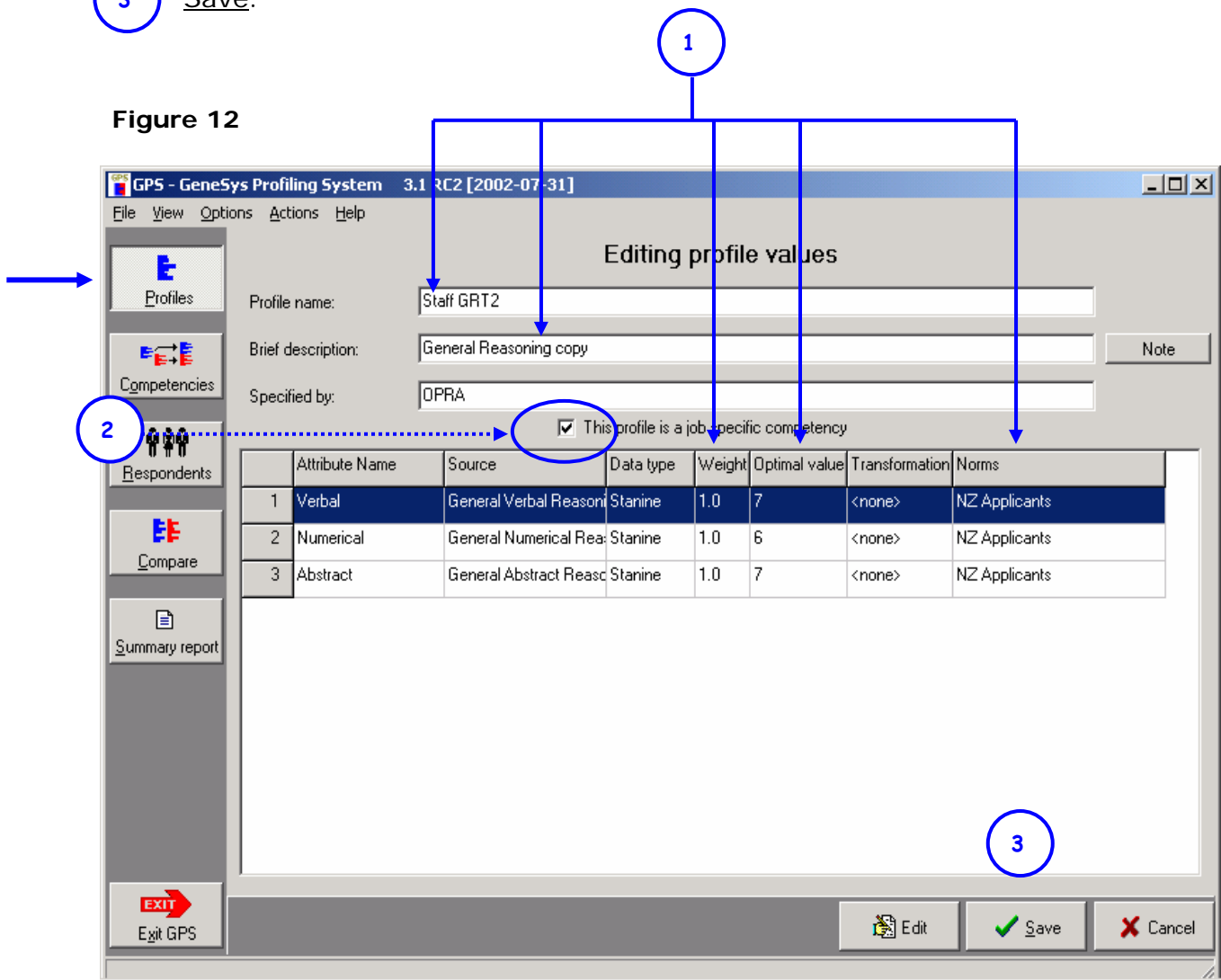
The **Competencies** button is a profile bundling function. It allows you to easily calculate the overall profile similarity co-efficient (PSC) for a set of job specific profiles, whilst preserving the individual profiles to view the SPC of each of the components separately. This is of particular advantage when bundling tests that do support Detailed Reports with those that offer only summary reports.

It is normal practice to name these competencies after the job they relate to e.g. Staff GRT2, Profiler Trainer Aptitudes, etc.

The prerequisite steps to using the **Competencies** button are:

- 1 In the Profiles screen, create or edit an existing profile completing the name and description boxes, and the filling in the weighting, optimal value and norm sections
- 2 Tick the box that indicates This profile is a job specific competency
- 3 Save.

Figure 12



Competencies screen

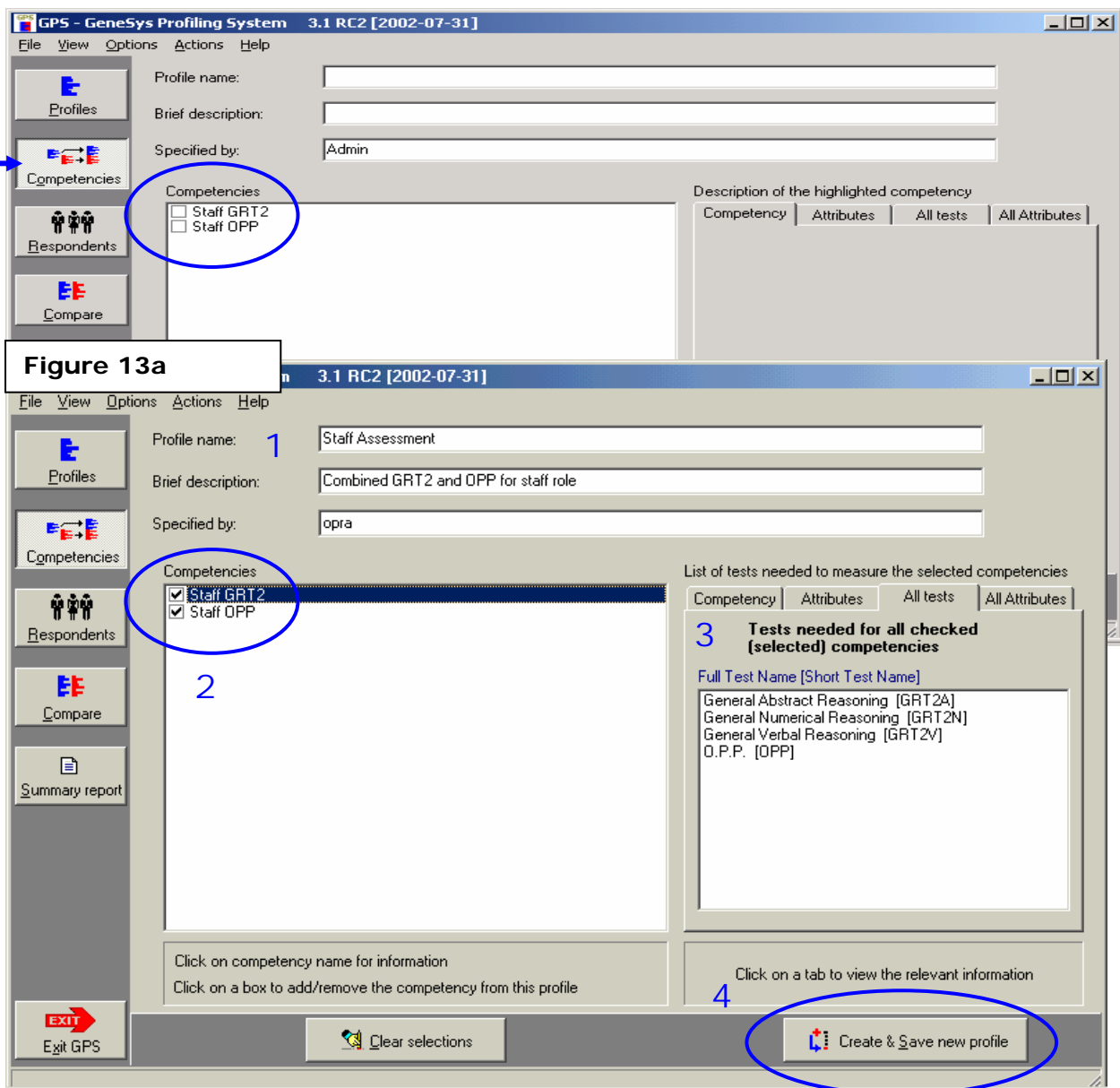
Once you have ticked one or more profiles as job specific {Figure 12} then you will see the list of those profiles in the competencies window when you press the **Competencies** button. {see Figure 13}

Key in the Profile name and Brief description for this competency and tick the boxes next to the profiles under the Competencies list to select those that will be bundled into a new composite profile that you are creating {Figure 13a}.

This then displays the descriptions as illustrated in Figure 13a, revealed by selecting the relevant tab.

Remember to Create & Save new profile {Figure 13a}.

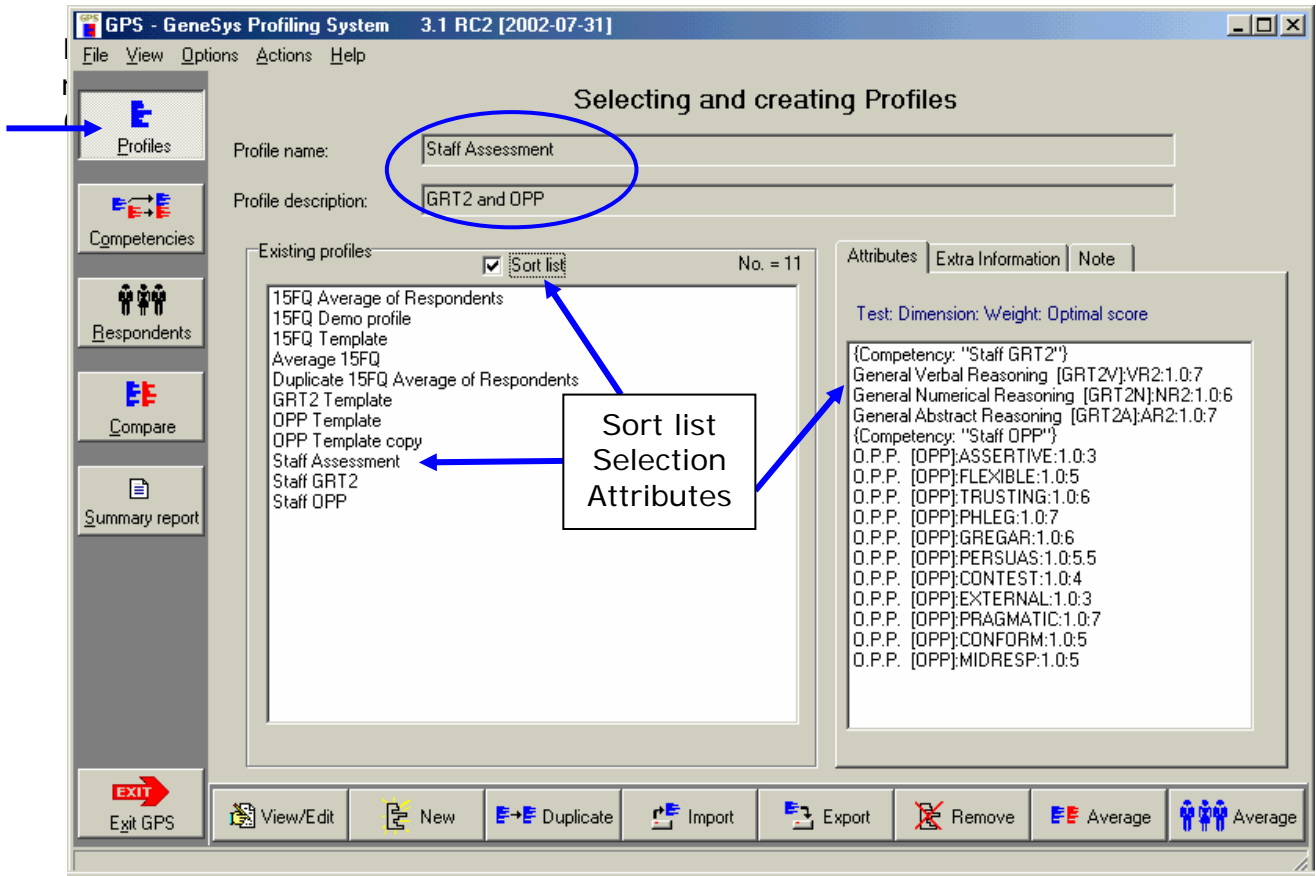
Figure 13



Competency Profile

Saving the bundled competency set creates a new profile of the combined attributes selected under Existing profiles in the **Profiles** screen. {Figure 14}.

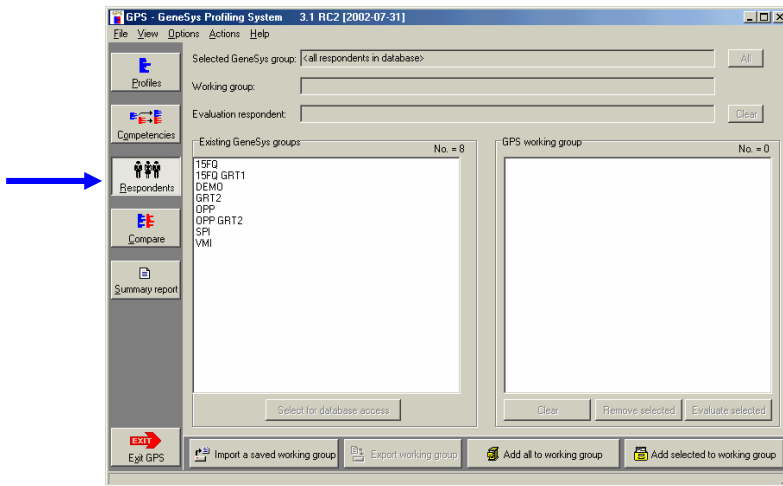
Figure 14



Identify People (Respondents) for comparison

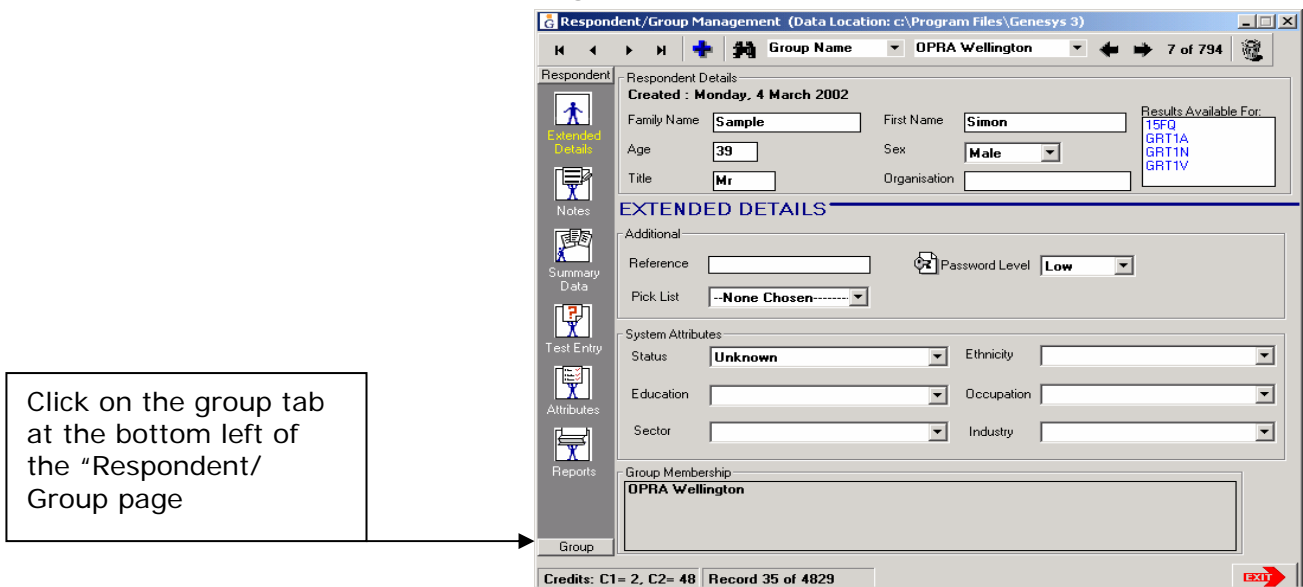
Once you have selected attributes and the ideal scores on the attributes, you can now select the individual(s) that are to be compared to these attributes and profile scores.

Figure 15



You may or may not have already established the groups you wish to evaluate. If you have not already built these you must exit **Profiler** and from the **GeneSys Respondent/Group** menu option {see Figure 16} create a group by addition or filter.

Figure 16



Creating Groups by Filter – A quick review

The Groups function is part of the **Respondent/Group** GeneSys front screen menu option. To create groups for the Candidates for comparison you will tend to build these using the Add by using a filter method. The steps are illustrated in figure 17, 17a, and 17b below.

1. Create new group by clicking the blue + sign. This produces screen 17a.
2. In this screen, enter a name for the grouping the space provided and Click on the tick.
3. Under add method select add by using filter. The "Add" button will then light up. Click on this and you will produce screen 17b
4. In screen 17b, select the filter you wish to use. *Typically you will want to build groups that include "Test done = 15FQ, OPP, GRT2, etc" to build lists of common attribute base sets.* Use the down arrow to put your selection into the box
5. Click on update to create the group.

The group will now be created and can be imported into Profiler as needed.

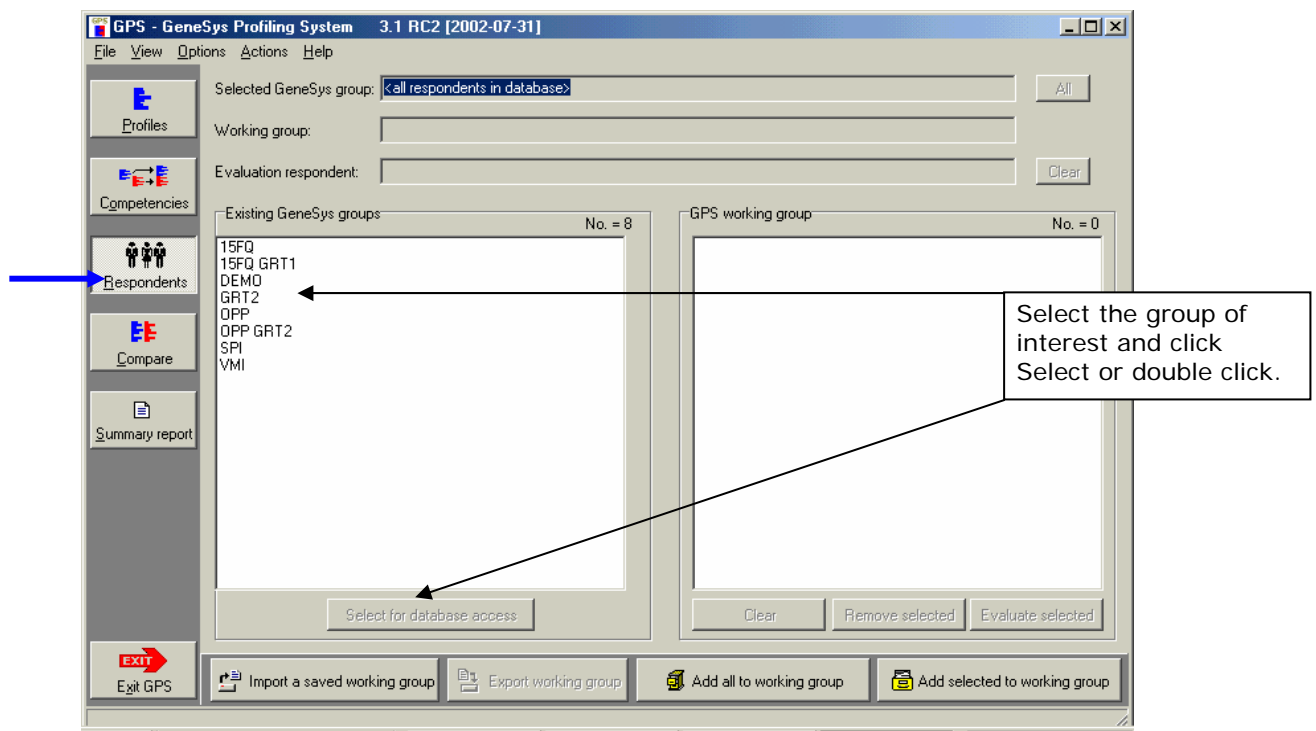
The figure consists of three screenshots of the GeneSys Respondent/Group Management software interface, labeled Figure 17, Figure 17a, and Figure 17b. Figure 17 shows the initial 'Group Details' screen for a group named 'DEMO', created on 22 December 2001, with 35 members. A blue '+' icon is visible in the top toolbar. Figure 17a shows the same screen with the 'Group Name' field empty and a 'No. Members' field. A 'GROUP MEMBERS' section is visible below. Figure 17b shows the 'Add to group 'DEMO'' dialog box. It displays 'Current Group: DEMO (35 members)'. On the left, a list of properties includes 'Creation Date', 'Family Name', 'First Name', 'Age', 'Sex', 'Title', and 'Organisation'. The 'Filter Operation' section has 'On' selected, 'Before' chosen from a dropdown, and a date '25/07/2002' entered. The 'Filter Description' field contains 'Creation Date After '25/07/2002''. At the bottom, there are 'Update' and 'Cancel' buttons. Arrows from the text on the left point to these specific elements in the screenshots.

More Details on how to set up groups are described in the GeneSys User Manual pages 15 – 17.

The three stages to Identifying People for comparison.

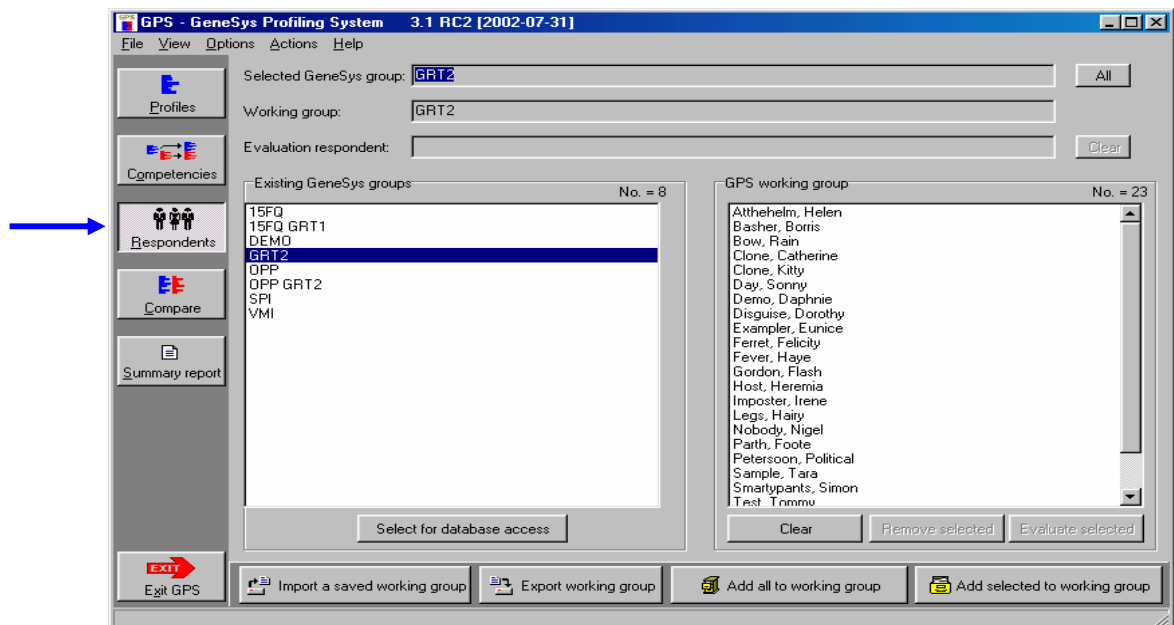
1. **First create the comparison group you want.** This must be at least 2 or more people and the normal GeneSys rules concerning group formation apply. If you have already built your groups, on selecting **Respondents** these will appear in the left-hand list under Existing GeneSys Groups as in figure 18.

Figure 18



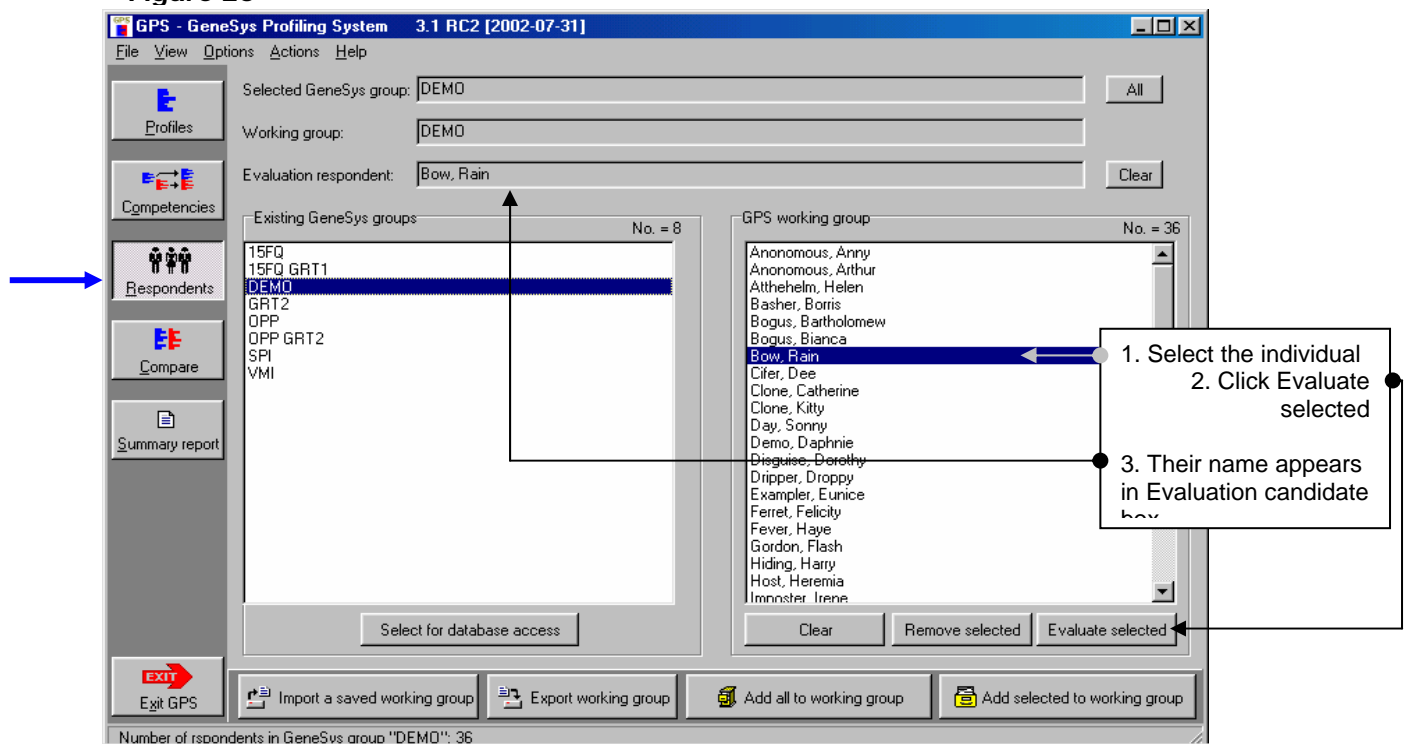
2. **Next add to people working group.** With the group selected {Figure 19} either add all individuals in the group using the Add all to working group button or select individuals through the Add selected to working group button (requires a filter to be created).

Figure 19



3. **Select person to evaluate.** Next select the individual for comparison and click Evaluate selected. Their name appears in the third grey text box at the top of the screen {Figure 20}.

Figure 20



Once you have completed this step you are ready to compare profiles.

Compare Profiles

The process so far: we have created an ideal profile by selecting a set of measures for a role and then assigning ideal values to them. We then created a group of individuals with the attribute set (typically those who have done the tests shown in the profile(s)). Now we are in a position to evaluate how close our individual or individuals match this ideal profile.

In the preceding section we selected one person from this group to compare to the ideal profile. However it is important to appreciate that there are FIVE OPTIONS to work with.

1. Person to ideal job [[applicant gap analysis](#)]. **This is the default option.**
2. Ideal job to ideal job [[competency gap analysis](#)].
3. Person to person [[team diagnostics, etc.](#)].
4. Groups of persons to ideal job [[short listing](#)]. The report for this comparison takes all individuals in the list and ranks them in order of their similarity coefficient to the ideal profile.
5. Person to groups of Ideal jobs [[career path mapping](#)]. The report for this comparison ranks the ideal profiles in order of similarity to the individual's profile.

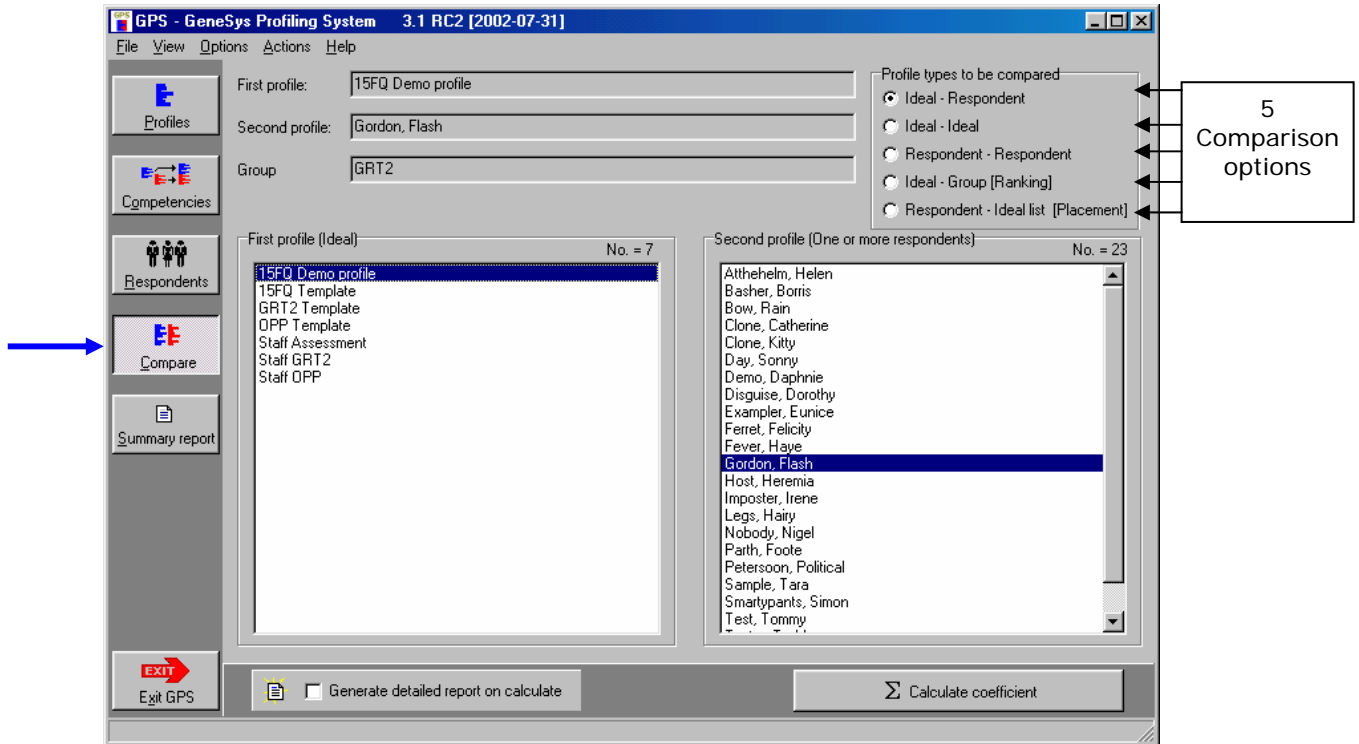
In general the process flows through the following stages:

- Select one from 'First Profile' list and one from 'Second Profile' list and double click them or 'Use selected profile button'. (The First Profile, Second Profile and Group text boxes need to be filled before anything will happen).
- To get a visual report for 15FQ and OPP dedicated ideal profiles, click on [Generate detailed report](#) button to produce overlaid profiles, then the [Σ Calculate Coefficient](#) button to proceed.

Consider the following example that illustrates OPTION 1 above.

Step One: Click on **Compare** on the left hand side of the screen. { Figure 21}

Figure 21



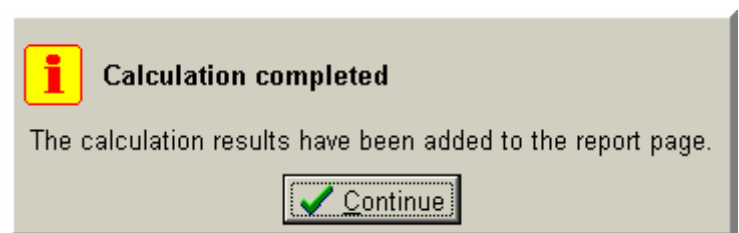
Step Two: Select the first and second profiles to be evaluated. (Note that the type of comparison you select will determine the menu of choices here.)

Step Three: To generate a full report with chart and interview prompts (for 15FQ and OPP only) click the cursor on the check box next to Generate detailed report on calculate. If this is not ticked only the PSC [profile similarity coefficient] is generated.

Note that the 15FQ and OPP have detailed reports at this time. Profiles for other preference measures (SPI, VMI, etc) and ability tests will be available with future updates to the system.

Step Four: Click on Calculate Coefficient. A Calculation completed message is generated to confirm the process has been executed. {Figure 22.}

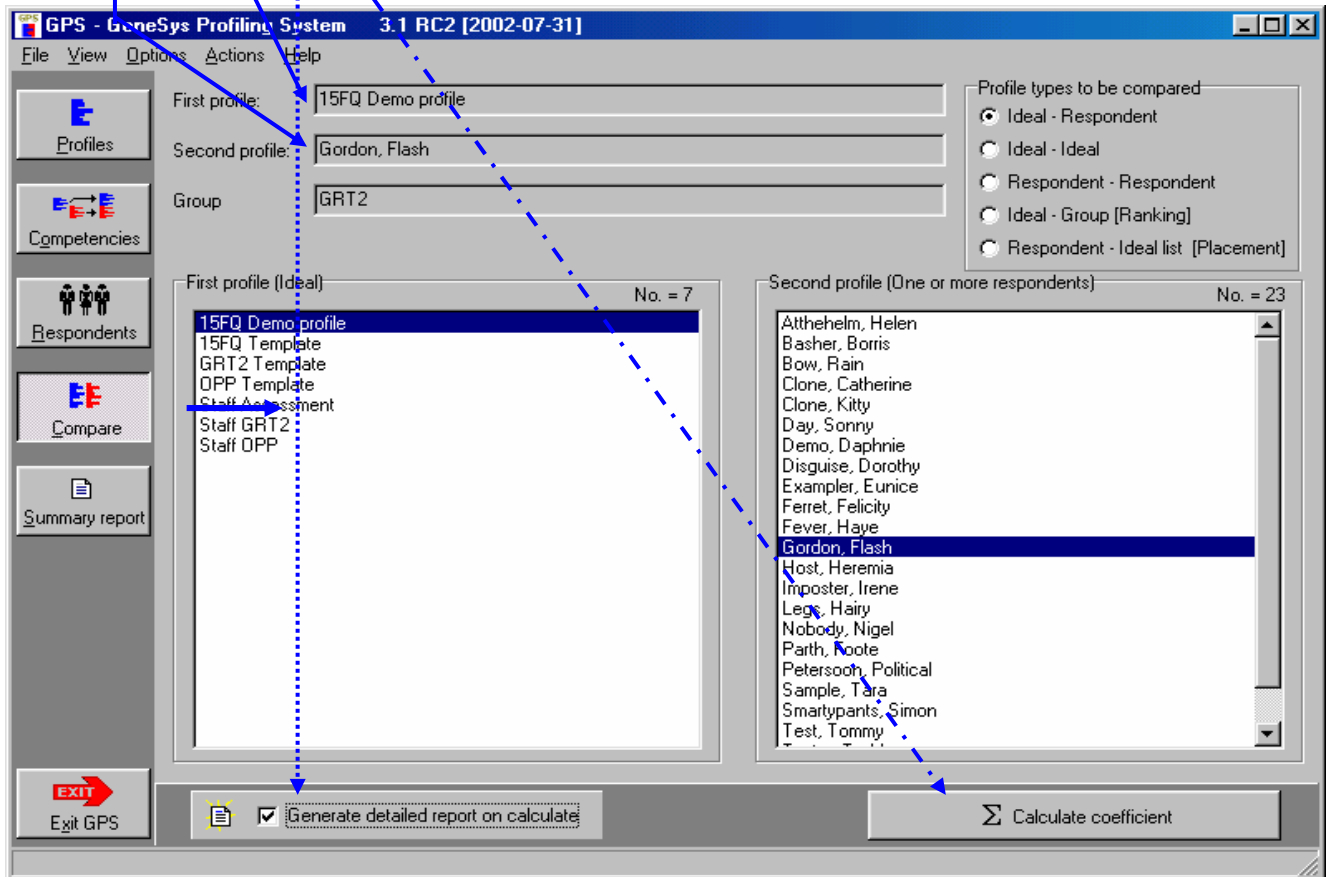
Figure 22



A visual of the above process is shown on the following page { figure 21a}

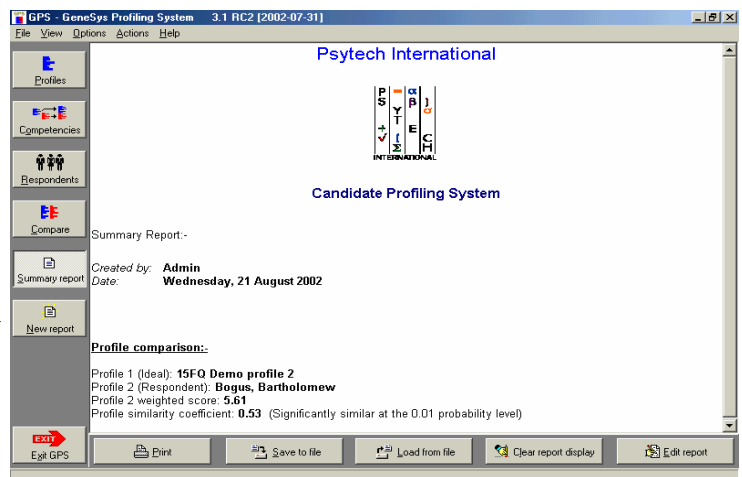
1. First Profile and Second Profile is selected. Both appear in the greyed out text fields at the top.
2. Ensure Generate detailed report on Calculate is checked.
3. Click on Σ Calculate coefficient.

Figure 21a



The PSC report is produced. To generate a full report with profiles and interview prompts select the New Report button.

New Report



Reporting

Two reports are available - Summary Report and Detailed Report

Summary report

This is a one-page assessment of the profiles being compared. The assessment is empirical. It states the degree of similarity as a correlation coefficient and how confident this fit [or lack of fit] is not a chance occurrence. **This report is provided for all comparison options.**

Detailed Report

This report is only available for the Person to ideal job, Ideal job to ideal job, Person to person and Person to groups of Ideal jobs options.

Create this report after you have created the summary report by clicking the New Report button. This appears only once the summary report has run.

GeneSys reports are generated in RTF format that can be opened by Word and edited if required.

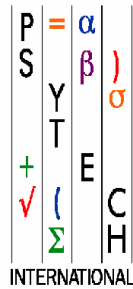
Examples reports of some of the options are included in Appendix A.

Appendix A – Example Reports.

Candidate to Ideal Profile Summary Report

The screenshot displays the 'GPS - GeneSys Profiling System' window, version 3.1 RC2 [2002-07-31]. The interface includes a menu bar (File, View, Options, Actions, Help) and a sidebar with navigation buttons: Profiles, Competencies, Respondents, Compare, Summary report (highlighted with a blue arrow), and New report. The main content area shows the 'Psytech International' logo and the 'Candidate Profiling System' title. Below this, a 'Summary Report:-' is displayed, created by 'Admin' on 'Wednesday, 21 August 2002'. The report details a 'Profile comparison:-' between 'Profile 1 (Ideal): 15FQ Demo profile 2' and 'Profile 2 (Respondent): Bogus, Bartholomew', with a 'Profile 2 weighted score: 5.61' and a 'Profile similarity coefficient: 0.53 (Significantly similar at the 0.01 probability level)'. The bottom toolbar contains buttons for 'Exit GPS', 'Print', 'Save to file', 'Load from file', 'Clear report display', and 'Edit report'.

Candidate to Ideal Profile Detailed Report



15FQ A Computer-aided assessment profile

INTERVIEW PROMPTS

Bartholomew Bogus

Prepared for

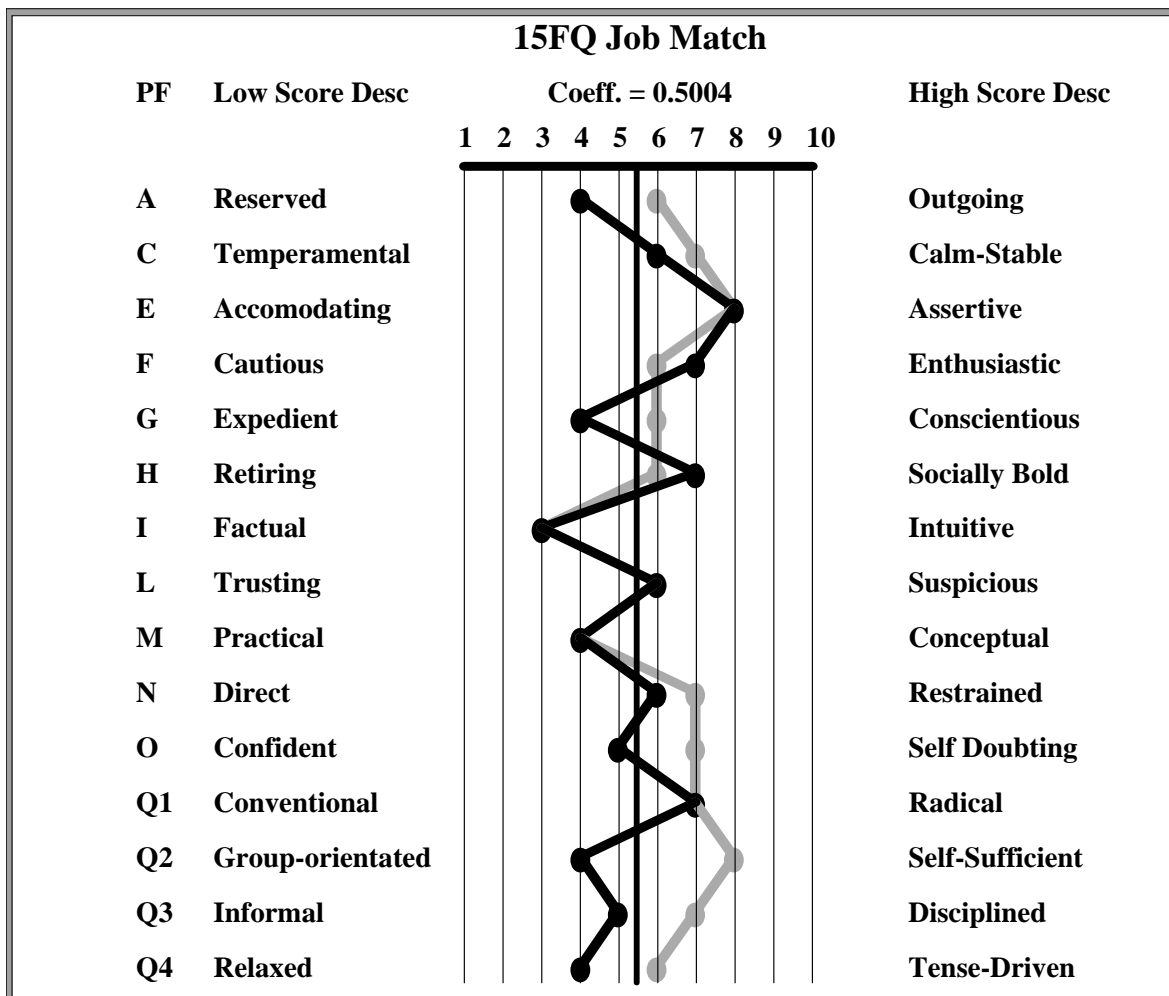
This report presents the personality profile of Bartholomew Bogus compared against the ideal as assessed by a single rater for the position of 15 FQ Ideal Testing Profile. It is a confidential report intended for use by, or under the guidance of, a trained professional or psychologist. The information contained in this report should only be disclosed on a 'need to know' basis, with the understanding of the respondent, Bartholomew Bogus. A full understanding of this profile requires that other relevant data, such as interests, skills, aptitudes and actual experience, is taken into consideration.

SUMMARY OF JOB PROFILE SIMILARITY

The following report is based on the 15FQ results of Bartholomew Bogus and the perceived ideal personality profile for the role of 15 FQ Ideal Testing Profile. It aims to assess how well Bartholomew is suited to the personality requirements of this role. It does not take into account Bartholomew Bogus's experience, qualifications, abilities, aptitudes or interests, all of which may be important determinants of job performance.

The report is designed as an aid to a personality assessment feedback session by providing prompts for feedback that focus on the characteristics that may be relevant for the role. The prompts are not intended as definitive interview questions, but rather a recommended direction for eliciting job relevant information from the candidate.

Bartholomew Bogus's personality profile is referenced to the ideal for the role of 15 FQ Ideal Testing Profile above. The ideal profile is shown in grey, with Bartholomew's profile overlaid in black. Overall, Bartholomew's similarity to the ideal is estimated by the profile similarity coefficient of *0.5004*. This coefficient varies between -1 and +1, in a similar manner to a correlation coefficient, with 0 indicating no relationship between the two profiles.



INTERVIEW PROMPTS

The following section lists a number of points which can be inferred from a comparison of Bartholomew's assessment report, interview prompts, and the profile of an ideal candidate for the post of 15 FQ Ideal Testing Profile. The interviewer may wish to use these as the basis for further probing within the interview.

INTERPERSONAL STYLE

Bartholomew will be fairly reserved with a preference for working independently.

The ideal candidate will be neither too reserved nor gregarious, being happy either working independently or in the company of others.

POSSIBLE QUESTIONS:

- What percentage of your time do you think you might spend: a) with others? b) on your own?
- What aspects of your work give you most satisfaction?

Bartholomew is a fairly spontaneous person who will tend to react impulsively to a situation.

The ideal candidate attempts to achieve a balance between caution and spontaneity.

- Do you regard yourself as more or less predictable than others in your work group?
- How do you think others amongst your working group cope with routine and boredom? Are you less tolerant or more tolerant of routine than others in your group?

Bartholomew has a tendency to like group activities.

The ideal candidate is drawn to solitary pursuits.

- Give me an example of an occasion when you had an important task to complete. Did it matter to you whether you were able to work on it alone, or whether you had to work with others?
- What proportion of your work would you say requires you to operate on your own, rather than with others? Are you happy with this split? How would you change it if you could?

Bartholomew has an assertive approach to life and will not hesitate to confront others when this is necessary.

The ideal candidate has an assertive approach to life and will not hesitate to confront others when this is necessary.

- Give me an example of a situation in which you averted a confrontation.
- Tell me about a (work) situation in which others voiced different feelings to yourself over something that was important to you. How did you handle it?
- Give me an example of when you thought it appropriate for someone other than yourself to take the lead in a group situation.
- Give me an example of a recent occasion when you felt the need to take account of someone else's feelings in a work situation.

Bartholomew has a fair amount of social self-confidence.

The ideal candidate is neither overly reserved nor overly socially bold.

- What if anything, makes you think you are more - or less - socially confident than those with whom you work?
- When you last met someone new, did you take the initiative in getting acquainted, or were you happy to leave it to the other person? What did you say or do?

Bartholomew has neither too trusting an attitude toward people nor is overly suspicious of them.

The ideal candidate has neither too trusting an attitude toward people nor is overly suspicious of them.

- Do you think your friends regard you as someone who might be taken advantage of or not? What evidence have you got for your views?
- Are others in your working group more or less sceptical than yourself?

Bartholomew will be neither overly diplomatic when dealing with others nor too direct and forthright.

The ideal candidate will be fairly diplomatic in dealings with others.

- Do others in your group look to you to "give it to them straight" or do they see you more as a diplomat. Give an example.
- When you compare yourself to others in your working group, do you think you are more diplomatic or more direct than they are?

THINKING STYLE

Bartholomew behaviour is influenced by realistic, logical considerations.

The ideal candidate behaviour is influenced by realistic, logical considerations.

- What particular things do you have in common with your close friends?
- What is it about your leisure activities that attracts you (look for interests that involve some aspect of the arts - painting, literature, acting, theatre-going, reading, etc or which engage the emotions in some other way).
- To what extent do you allow values and feelings to influence your judgements?

- To what extent do you rely on intuition in your working day or in your dealings with others?

Bartholomew is a fairly practical person who tends to be concerned with issues of immediate reality.

The ideal candidate is a fairly practical person who tends to be concerned with issues of immediate reality.

- What occupies your mind on a long car or train journey?
- Do you think you spend more or less time, thinking about things, than might others in your working group?

Bartholomew has a fairly radical attitude and may like change.

The ideal candidate has a fairly radical attitude and may like change.

- Does your company/department do sufficient to "keep up with the game" or do you feel it lags behind? What should it be doing?
- There is much talk about industry's need to change. Is this sometimes over - exaggerated?

Bartholomew has a fairly flexible attitude toward work matters and is not averse to bending the rules to achieve a particular goal.

The ideal candidate strikes a balance between flexibility and conscientiousness, responding as appropriate to the demands at work.

- What sort of obligations, if any, do you feel to those you work with?
- Do you often need to refer to company policy, or rules and procedures, when making decisions?

Bartholomew behaviour is determined as much by social expectations as personal values.

The ideal candidate behaviour tends to be determined by social conventions.

- Do you have any long-term goals? Is it important to you to have these?
- How do you organise your working day?

COPING STYLE

Bartholomew is fairly well balanced emotionally, being neither too temperamental nor too cold-blooded.

The ideal candidate is a fairly emotionally stable person who is relatively self-assured and secure.

- Do you think you are more confident or less confident than those who work closest to you? Can you give me an example?
- Do you think you are better at working under pressure than some of your colleagues?

Bartholomew has average levels of confidence and self-esteem.

The ideal candidate is fairly insecure and lacks much self-confidence.

- When did you last feel guilty about something?
- Can you think of a recent event that might lead someone to describe you as a little more confident than others?

Bartholomew has a fairly relaxed attitude.

The ideal candidate has an average amount of tension and nervous energy.

- Do you think those with whom you work closest are more relaxed than you, or less so?
- Does your present job require a sense of urgency? Give an example.

End of Report.

Candidates Ranked against Ideal Profile Summary Report

Psytech International



Candidate Profiling System

Demonstration Report

Summary Report: -

Created by: Admin

Date: Thursday, 23 May 2002

Candidates ranked by similarity to Ideal Profile "Sample Position"

+0.62 Demo, Delilah [++++]
+0.45 Demo, Dave [+++]
+0.06 Sample, Sally
+0.01 Sample, Sam
-0.27 Imposter, Irene [--]

Significantly similar at the 0.01 probability level = [++++]
Significantly similar at the 0.02 probability level = [+++]
Significantly similar at the 0.05 probability level = [++]
Significantly similar at the 0.10 probability level = [+]
Significantly different at the 0.01 probability level = [----]
Significantly different at the 0.02 probability level = [---]
Significantly different at the 0.05 probability level = [--]
Significantly different at the 0.10 probability level = [-]

End of Report