PRISM 'Select-Online' Report

CONFIDENTIAL

This report has been prepared for:

Sample Select Online
03/05/2013

Job/Benchmark: Commercial Director

Using brain science to enhance personal and business performance

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PRISM Report Contents:

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PRISM 'Select-Online' – An Introduction

PRISM 'Select-Online' differs from many profiling instruments because it is strictly focused on work performance factors and it was developed to help predict job success. Therefore, it focuses on mission critical strengths such as communications, decision making, creativity, interpersonal skills, leadership, team effectiveness, support, motivation, self worth, organizational skills and how each individual deals with power, authority and autonomy. When mandatory tasks make up more than 35 percent of a person's work responsibilities for which there is a poor fit, job satisfaction and performance will often suffer.

Successful recruitment involves answering two key questions:

- Is the candidate eligible for the role in terms of education, skill, knowledge and experience?

- Is the candidate suitable for the role in terms of behavioural preference and work aptitude and is he or she a likely to be comfortable within the proposed work environment?

"Eligibility" means that the candidate has the skill and experience needed to do a job; "suitability" means that the candidate has natural traits that will help him or her to excel in a job. 'Eligibility' indicates if the candidate can do the job. 'Suitability' indicates if it is likely that he or she will do the job. A candidate can be highly eligible for a role, but also totally unsuitable.

A Harvard Business Review study has shown that the level of staff turnover almost doubles when no "job suitability match" has been undertaken. The study also concluded that 80% of staff turnover can be attributed to mistakes made during the employee selection and recruitment process. In another global study only 20% of people interviewed felt their job enabled them to do what they really did best. These are disturbing facts.

Even the most impressive résumé and job interview cannot tell you if a candidate is a good match for a specific position. Traditional recruitment methods place great emphasis on interviews with the candidate. The interview is, however, an exceptionally false situation. Everyone acts to some extent out of their normal character - including the interviewer. This is behavioural adaptability in action. Each person involved is modifying his or her base behaviour to suit an unusual set of circumstances. Only when those circumstances are removed, will he or she revert to a more normal behavioural pattern.

The general theory that has driven the development and effectiveness of *PRISM* is simple and intuitive: people who enjoy their jobs are more responsive to their work situations, perform better, and possess the drive and motivation to succeed. In *PRISM* measurement, there are no good or bad behaviours per se, but there can be certain behaviour preferences that are very important - positively or negatively - in specific jobs.

Name: Sample Select Onl...	Job: Commercial Director	Inventory Date: 07/08/2012	Report Date: 03/05/2013

ANALYSIS
Cautious, Methodical, Precise, Thorough, Analytical, Shrewd

EXPRESSION
Inspiring, Creative, Imaginative, Persuasive, Optimistic, Lively

PRISM
BRAIN MAPPING

DECIDING

REALISTIC

IDEALISTIC

PROCESSING

KEY
Adapted	
Underlying	
Consistent	
Benchmark	

Evaluating, Innovating, Initiating, Finishing, Supporting, Delivering, Co-ordinating, Focusing

75
65
35
35
65
75

	Adapted	Underlying	Consistent	Benchmark
Inn		9		18
Init		13		21
Sup		92		58
Co		80		67
Foc		46		43
Del		95		77
Fin		96		86
Eval		96		93
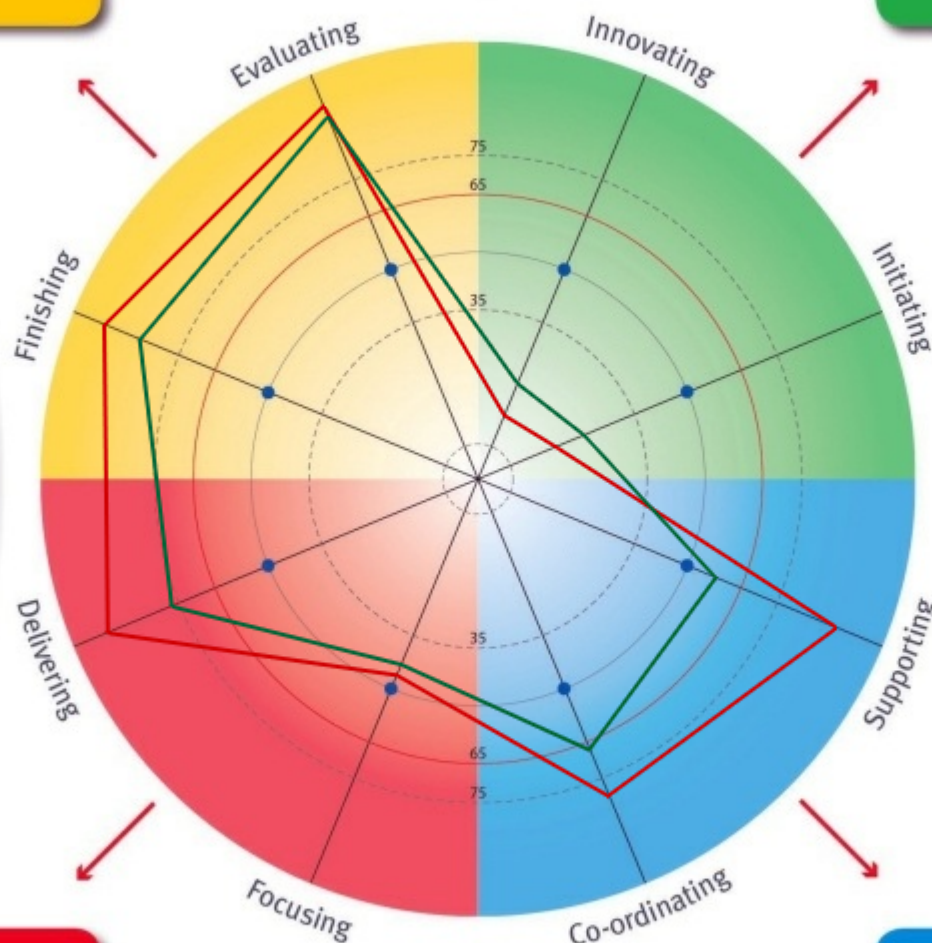
QUADRANT VALUES
	Adapted	Underlying	Consistent	Benchmark	
		11		20	
		86		62	
		70		60	
		96		90	

INTROVERSION/EXTROVERSION
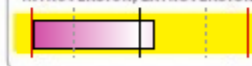
DRIVE
Forceful, Competitive, Hard-Driving, Decisive, Demanding, Challenging

STABILITY
Supportive, Patient, Caring, Co-operative, Dependable, Kind

SD SKEW 4.9%

PRISM
BRAIN MAPPING

Dimension Key Points

Dimension	Characteristics	
	Strengths	Potential weaknesses if strengths are overdone
Innovating	Abstract, innovative thinker. Generates ideas and concepts. Visualises outcomes. Creates original solutions. Unorthodox, detached and radical.	Low attention to detail. Has difficulty explaining own ideas. Absent minded and forgetful. Dislikes criticism and following rules. Can be wayward and independent.
Initiating	Outgoing, animated and talkative. Articulate and persuasive. Establishes rapport easily. High-spirited, jovial and motivating. Good at achieving 'win-win' negotiations.	Over optimistic and unrealistic. Fails to follow through or deliver. Easily bored and distracted. Need to be entertaining and popular. Makes impetuous, intuitive decisions.
Supporting	Kind hearted, harmonious and caring. Supportive of others. Handles repetitive or routine work well. Mild mannered and loyal to close friends. Sensitive, devoted and perceptive.	Dislikes conflict and aggressive people. Unassertive and over sensitive. Uncomfortable making tough decisions. Dislikes pressure or fast pace. Uncomfortable with change.
Co-ordinating	Makes good use other people's skills. Encourages opinions and participation. Democratic and seeks consensus. Remains calm when under pressure. Consultative and open-minded.	Lacks drive and independence of mind. Relies heavily on gaining agreement. Laid-back and casual. Can appear detached and laid back. Too tolerant of inappropriate behaviour.
Focusing	Forthright, demanding and impatient. Stubborn, blunt and challenging. Copes well with adverse conditions. Driven to win and achieve status. High pressure negotiating skills.	Irritable and easily frustrated. Provocative and argumentative. Poor listener when under pressure. Suspicious of the motives of others. Quick to anger and volatile.
Delivering	Controlling, single-minded and loyal. Independent and self-motivated. Practical, determined and autocratic. Works well when under pressure. Likes structure and organisation.	Can be over-competitive for status. Inflexible and single-minded. Uncomfortable with sudden change. Frustrated by others' low commitment. Insensitive to others' emotional needs.
Finishing	Strong attention to detail and accuracy. Conscientious, painstaking and orderly. Good at communicating complex data. Focuses on accuracy and high standards. Follows tasks through to completion.	Insular, pedantic and slow moving. Dislikes delegating to others. Uneasy making contact with strangers. Intolerant of errors or disorganisation. Prone to worrying unduly or anxiety.
Evaluating	Questions the validity of data. Checks the pros and cons of all options. Does not accept things at face value. Makes astute decisions based on facts. Fair-minded and unemotional.	May be seen as sceptical and cynical. Can be uninspiring and negative. Appears indifferent to others' feelings. Slow and cautious when deciding. Unreceptive to new, untried ideas.

The Candidate's *PRISM* Profile Narrative – Summary

Overview of Sample's profile

The following text narrative is based on the responses that Sample gave in the *PRISM* Inventory. According to those responses, he rated the following descriptors as most accurately describing his preferred behaviours and, therefore, the ones which he is most comfortable using:

"Accurate, Analytical, Appraises data, Asks for opinions, Assertive, Assesses accurately, Bossy, Choosey, Collaborative, Competitive, Conscientious, Correct, Dogmatic, Exact, Meticulous, Neat and tidy, Orderly, Perfectionist, Precise, Prudent, Quality-focused, Selects carefully, Systematic, Thorough, Watchful, Weighs pros and cons, Well-organised"

He also rated the following descriptors as least accurately describing his preferred behaviours and, therefore, the ones that he is least comfortable using and the ones which he prefers to avoid:

"Animated, Caring, Conceptual, Creative, Excitable, Experimental, Exuberant, Fertile-minded, Fun-loving, Generates ideas, Headstrong, High-spirited, Imaginative, Ingenious, Innovative, Inventive, Involves others, Lively, Original thinking, Outgoing, Produces novel ideas, Provocative, Quick to anger, Seeks agreement, Spontaneous, Stubborn, Unorthodox, Vivacious"

Sample tends to be factual and reliable, completing work with precision and accuracy. He is extremely well focused and generally avoids unnecessary risk or trouble. He knows that shortcuts are sometimes costly in the long run, so he sticks firmly to his high standards. He prefers to work in small groups rather than in front of large crowds. When he appears to be insensitive, it is usually because he is focusing completely on the task at hand. He is careful and consistent, but sometimes his analytical nature turns others off. He has a strong need to achieve success, and he will feel stifled and lacking in motivation if he fails to reach his personal goals. He builds relationships slowly, having an inherently suspicious and questioning nature. Overall, the most important factor in his behaviour is his focus on matters of efficiency and productivity. He tends to place more emphasis on practical matters than on social issues, and his actions are normally based on a rational rather than an emotional response to his situation, albeit he does have an underlying focus on people-related matters. Sample is a relatively self-contained individual, whose general approach to problems tends to be somewhat detached and dispassionate. While he possesses a sociable side, this still reflects his calm style, and for this reason he finds emotional displays and uncontrolled openness in other people annoying and distracting. He prefers to work within a well organised system, but he will also look for some freedom of action and independence.

Sample's profile indicates that he has a distinct preference for introversion and will, therefore, usually prefer to work alone and control his own feelings, process his thoughts internally before sharing them with others, explore options independently, avoid attention from strangers, pause and think before speaking or acting, inwardly focus and think things through slowly, seek solo, close experiences with select individuals and pursue depth of experiences. He is naturally a serious, quiet, private person who may prefer writing to talking, and enjoys handling individual assignments without interruptions.

Sample's profile indicates that he:

- Takes responsibilities seriously.
- Is competent, industrious and reliable.
- Can work well alone and with the minimum of supervision.
- Performs quality work and always gives his best.
- Can be a willing and effective team player.
- Enjoys being valued for the support he gives to others.
- Gets along well with most people.
- Sees what needs to be done and does it.
- Handles pressure and difficult conditions well.
- Has the drive and determination to overcome obstacles.

Sample needs to bear in mind that his profile also indicates that he will:

- Be suspicious of new or unconventional ideas
- Find it difficult to establish rapport easily with strangers
- Have difficulty dealing with sudden or frequent changes
- Appear detached and guarded at times
- Be uncomfortable dealing with abstract concepts or ideas
- Prefer established ways of working rather than finding new ones

Taking into consideration Sample's strongest behaviour preferences, he needs to be aware of the potential problems that could arise if those strengths are overdone when he is under considerable pressure, stressed, or in conflict with others. In such circumstances, it is possible that he may demonstrate some or all of the following characteristics:

- Pessimistic
- Possessive
- Judges others harshly
- Fussy
- Withdraws emotionally from the people
- Becomes uncommunicative
- Excessively rational
- Intolerant
- Uses sarcasm
- Conforms rigidly to rules

To enhance his overall performance, he should consider:

- Not being too critical or judgemental when others are telling him their problems.
- Trying to relax and loosening up a little.
- Being more tolerant when others make mistakes.
- Being careful not to talk over other people's heads. Trying to use a vocabulary that is appropriate to the situation.
- Learning to express his emotional side and sharing his feelings with people he trusts.
- Being less sensitive to comments and remarks made by others.
- Making more decisions on the basis of what is in his best interests.
- Trying to be more patient and less forceful.

[Continued]

The Candidate's *PRISM* Profile Narrative – Summary [Continued]

Least preferred behaviours

Sample's least preferred behaviours indicate that:

He will try to avoid situations which require him to be sociable with strangers. Not naturally outgoing or gregarious he is unlikely to have the flexibility of thought to find the most radical route to accomplish whatever needs to be done. He does not really enjoy being the centre of attention and will not normally be bubbly, free-spirited or light-hearted. He is unlikely to act on impulse and tends to think through the consequences of his actions. He is unlikely to be highly effective when it comes to picking up ideas and moving them forward or selling new ideas to others.

He will try to avoid situations which require him to be totally radical or creative. Not naturally flexible, innovative, adaptable or unconventional, he does not demonstrate a strong desire to find new mental challenges. In a work situation he should not, therefore, be relied upon for the creation of ingenious, new ideas or novel strategies and it is unlikely that he will devote much of his energy to finding new or radical ways of doing things." He is also unlikely to be comfortable in roles which lack structure or clear direction.

Job/Role Benchmark vs. Actual Profile Comparison

ANALYSIS
Careful, accurate, self-contained, attentive to detail, thorough, follows rules closely and prefers to work alone, but dislikes lack of clarity, mistakes and untidiness.
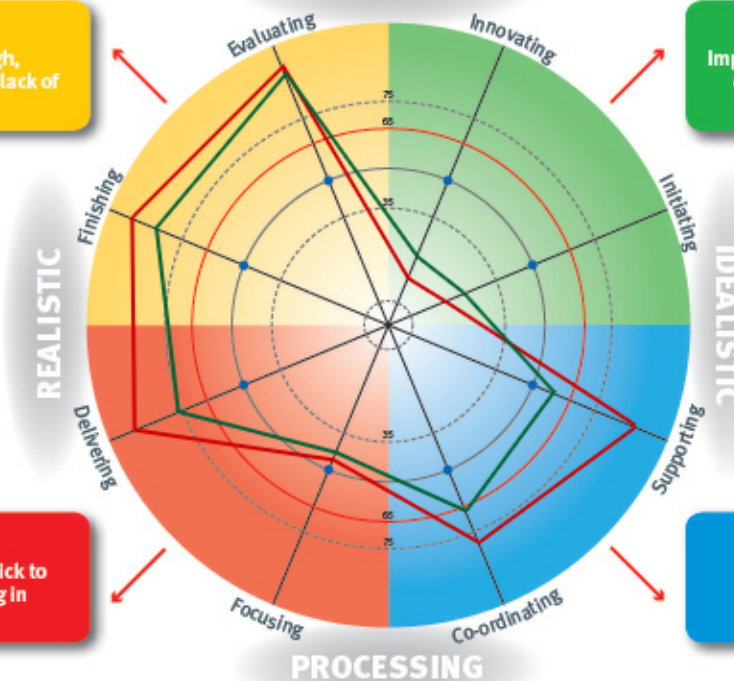
PRISM BRAIN MAPPING

90% critical factor match

DRIVE
Competitive, forceful, outspoken, challenging, impatient, quick to anger, takes risks, pushy and decisive, but dislikes not being in charge and being told what to do.

EXPRESSION
Impulsive, talkative, imaginative, entertaining, excitable, fun-loving, expressive, optimistic and enthusiastic, but dislikes routine work, planning and having to follow rules.

STABILITY
Kind-hearted, caring, considerate, gentle, patient, co-operative, likes routine, reliable, supportive and unassertive, but dislikes conflict, change and making tough decisions.

Candidate:
Sample Select Online

Job or Role:
Commercial Director

Inventory Date:
07/08/2012

Quadrant Values
11
86
70
96

| Importance	Behaviour dimension	Job/Benchmark vs Actual		Match	Comments – The candidate's preference for:
Potentially counter-productive	Innovating	18	9	Strong Match	The candidate's preference for creativity, imagination, abstract thinking, innovation, and the generation of new ideas appears to be a strong match with the agreed benchmark for this behavioural dimension.
Potentially counter-productive	Initiating	21	13	Moderate Match	The candidate's preference for initiating contacts, networking, persuading others, selling ideas and juggling several tasks at the same time appears to be a moderate match with the agreed benchmark for this behavioural dimension.
Occasionally useful	Supporting	58	92	Likely Mismatch	The candidate's preference for putting people at ease, building team spirit, mediating conflict, being empathetic and caring for others appears to be a likely mismatch with the agreed benchmark for this behavioural dimension.
Important	Coordinating	67	80	Strong Match	The candidate's preference for working co-operatively, seeking consensus, enabling others to take part and consulting others appears to be a strong match with the agreed benchmark for this behavioural dimension.
Unhelpful or Not relevant	Focusing	43	46	Strong Match	The candidate's preference for being forthright and outspoken, taking tough decisions and working in an aggressive environment appears to be a strong match with the agreed benchmark for this behavioural dimension.
Very important	Delivering	77	95	Strong Match	The candidate's preference for taking charge, being assertive, meeting tight deadlines, working independently and being driven by a need to win appears to be a strong match with the agreed benchmark for this behavioural dimension.
Critical for excellence	Finishing	86	96	Strong Match	The candidate's preference for paying attention to details, delivering quality and accuracy, being good at follow through and following procedures appears to be a strong match with the agreed benchmark for this behavioural dimension.
Critical for excellence	Evaluating	93	96	Strong Match	The candidate's preference for checking large amounts of complex data, analysing information, evaluating options and making dispassionate judgements appears to be a strong match with the agreed benchmark for this behavioural dimension.

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Work Aptitude Overview

Practical and mechanical: Enjoys hands-on activities and prefers a work environment that not only fosters technical and mechanical competence, but also provides work that produces tangible results. Has an aptitude for working with tools and operating machines, and enjoys working outdoors and physical activity. Prefer to use tried and tested methods and to follow established patterns, but also likes physically challenging activities.
Key behaviours: being efficient, realistic, structured, tough-minded.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

93.8

Job aptitude benchmark

62.5
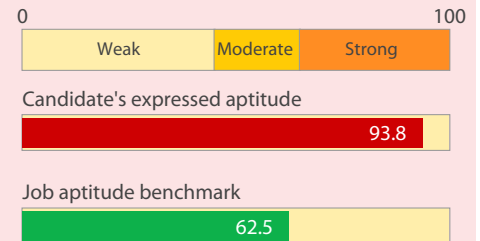
Investigative and analytical: Enjoys investigating things and solving complex problems. Enjoys working alone and would rather analyse data and formulate ideas than take part in tasks that involve leading, selling, or persuading others. Has an interest in the realities of the physical world, but prefer thinking over doing. Would prefer to avoid highly structured situations with externally imposed rules and sometimes feels uncomfortable in social situations.
Key behaviours: being precise, well-organised, thorough, accurate.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

68.8

Job aptitude benchmark

100.0
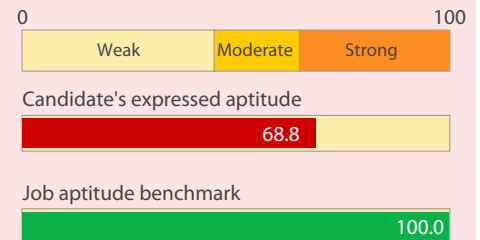
Creative and artistic: Enjoys creative work in the areas of music, writing, dance, performance and art, and prefers to be in environments which offer freedom from strict operating procedures and structured activities. Prefers to work alone and has a need for personal expression. Can be sensitive and emotional at times. Enjoys attention and praise for own artistic and creative achievements, but can be sensitive to criticism.
Key behaviours: being imaginative, creative, artistic, innovative.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

12.5

Job aptitude benchmark

25.0
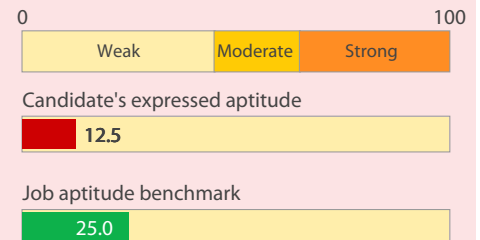
Social and empathetic: Enjoys dealing with people and dislikes impersonal tasks that revolve around working with data and material things. Prefers to form close interpersonal relationships with others, and likes teaching, helping and solving social problems. Is concerned about human welfare, and is motivated by work that helps to overcome interpersonal problems and mediate disputes. Has good social and inter-personal skills, but is less comfortable with mechanical and scientific activities.
Key behaviours: being caring, supportive, accommodating,

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

31.3

Job aptitude benchmark

56.3
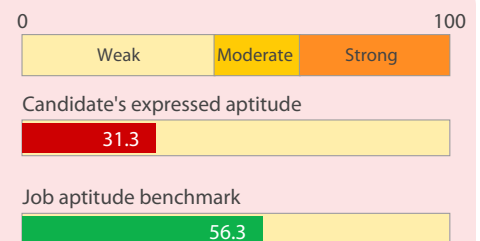
Work Aptitude Overview [Continued]

Competitive and entrepreneurial: Enjoys leading, influencing, persuading or motivating others and places high value on status, power, money, and material possessions. Is competitive and ambitious and thrives on taking risks and making decision. Takes a spontaneous approach to challenges and enjoys work activities that have to do with starting up and carrying out projects, especially business ventures. Prefers to avoid routine or systematic activities which require attention to detail and adherence to a set routine.
Key behaviours: being competitive, stimulating, assertive, single-

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude
50.0

Job aptitude benchmark
68.8
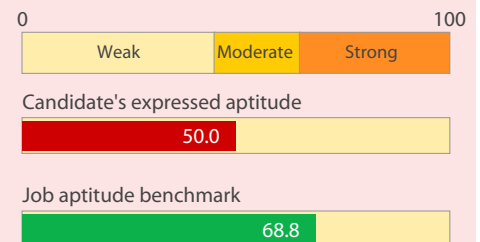
Orderly and efficient: Is methodical, logical, orderly and efficient and likes to follow clearly defined procedures that keep things running smoothly. Prefers structure and order to ambiguity. As a result, prefers to work with the paper and/or computer based aspects of a business such as accounting, record keeping, and data processing. Is most comfortable working in situations and on tasks in which personal responsibilities are clearly defined. As a result, likes things to go as planned and prefers not to have own routines changed or upset.
Key behaviours: being methodical, conscientious, systematic, follows

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude
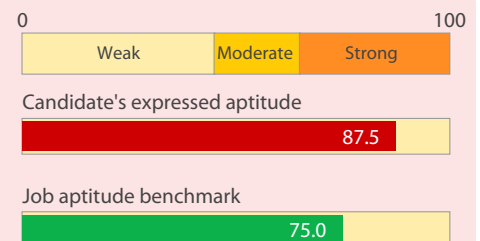87.5

Job aptitude benchmark
75.0

Mathematical and logical: Enjoys analysing and reasoning with numbers and can focus on large quantities of data for long periods without losing concentration. Has a high level of comfort with mathematical calculations and methods, and displays strong numerical ability and accuracy. Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
Key behaviours: being analytical, logical, evaluating, questioning.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude
100.0

Job aptitude benchmark
87.5
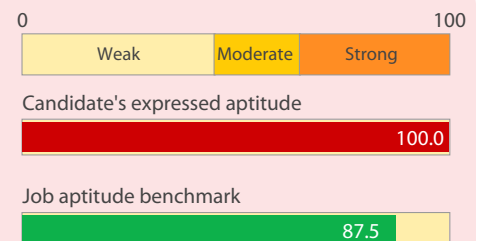
Outgoing and expressive: Enjoys interacting with people and openly expresses own feelings and opinions. Does not like working alone. Has a high self-esteem and a positive and enthusiastic approach to life, and establishes rapport quickly with strangers. Typically self-confident and talkative, tends to be naturally outgoing and persuasive. Often impulsive and easily bored, can be inattentive to details and may fail to follow tasks through to completion.
Key behaviours: being outgoing, high-spirited, animated, lively.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude
11.0

Job aptitude benchmark
43.8

PRISM
BRAIN MAPPING
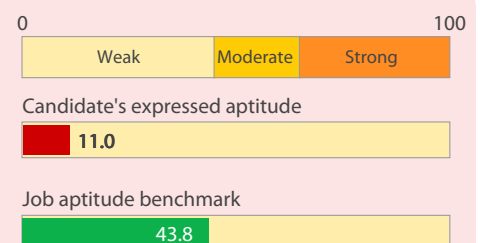
Work Environment – Performance Predictions

Setting aside whether or not a candidate is eligible for a job or role, his or her success will depend in large part on the extent of match between them and their work environment.

Having a positive alignment between the employee and the work environment benefits the organisation in many ways. Important benefits include high levels of productivity and lower turnover rates.

The closer the match between people and their work environment, the more they enjoy and value their work. Individuals should, therefore, be given assignments that are consistent with their strengths and interests, and opportunities for continued learning and growth to reinforce those strengths and interests should be provided as well. Some work environments enhance an employees's performance, others inhibit that performance.

This Report highlights the impact of various work environment factors on Sample's performance and it is predicted that his work performance is likely to be affected by the undermentioned work environments as follows:

Significantly enhanced ✔✔

Enhanced ✔

Inhibited ✘

Significantly inhibited ✘ ✘

5

The Candidate's performance is likely to be affected, as shown below, by a work environment in which:

There is the opportunity to have a degree of independence to decide courses of action, policies etc and have responsibility for control of resources and people.	✔
There is a need to influence, persuade or negotiate 'win-win' solutions rather than to exercise of formal authority of others.	✘ ✘
Work takes place at a low or steady pace and where getting things right is more important than meeting deadlines.	✔✔
There is significant recognition for personal achievement in some highly visible or public way.	✘
Creativity, imagination, innovation and abstract thinking are encouraged and where there is little requirements to follow a format previously developed by others.	✘ ✘
The drive and ability to identify business opportunities are valued and in which job emphasis is strongly focused on ambition and commercial success.	✘
There is a strong focus on thoroughly researching and recording factual data and where there is very little tolerance for error.	✔✔
There is considerable opportunity to engage in creative work in any of several artistic forms, displays ideas in graphic form or conceptualizing new ways of dealing with old problems.	✘ ✘
People are encouraged to be self-sufficient and to take responsibility for their own workload and productivity.	✔✔
People are rewarded for achieving high performance and for displaying strong determination to succeed despite difficult conditions, opposition or setbacks.	✘
Effective networking is seen as a key to success and where there are lots of opportunities for making new contacts and developing relationships.	✘ ✘
There are frequent opportunities for speaking publicly, as in giving formal presentations, to motivate, influence or persuade others to follow a course of action, or change opinions.	✘ ✘
The atmosphere is dynamics and fast-paced and where people are encouraged to take the initiative, display optimism and make things happen.	✘ ✘

Key			
Significantly enhanced	✔✔	Significantly inhibited	✘ ✘
Enhanced	✔	Inhibited	✘

Work Environment – Performance Predictions [Continued]

The Candidate's performance is likely to be affected, as shown below, by a work environment in which:

There is little requirement to work in a highly structured way, or to comply with strict rules, regulations or operating procedures.	✗ ✗
There is a strong emphasis on using mathematical calculations or formulae and where analytical skills, logistical thinking and attention to detail are critical for success.	✔✔
Strategic thinking is highly valued and where it is seen important to have a clear vision for the future.	✔
Work routine and job duties are largely predictable and not likely to change over a long period of time.	✔✔
Manual skills, technical and mechanical competence are fundamental to success and where physically challenging activities are the common.	✔✔
There is the opportunity to be involved in helping other people in a direct way, either individually or in small groups and to develop close personal relationships.	✗
Interacting with people, particularly strangers, against a background of frequent change and task variety is a significant part of the daily work experience.	✗ ✗
There is the opportunity to undertake projects and to be able to determine the nature of what is to be done, without any significant amount of contact or directions from others.	✔✔
There is a need to be challenging, forceful, ambitious and tough-minded, and where there are clear win-and-lose outcomes.	✗
Work responsibilities frequently change in their content, pace and setting thus creating a constant sense of novelty and a high level of excitement.	✗ ✗
There is a constant need to analyse or evaluate data to make astute judgements regarding the relative merits of a variety of options and to make recommendations accordingly.	✔✔
Bringing together and facilitating the positive interaction of different people for certain tasks and for making the best use of each individual is fundamental for success.	✔✔
Showing a high level of ambition and determination, coupled with strict adherence to rules and an ability to remain calm under pressure, are essential qualities for success.	✔✔

Key			
Significantly enhanced	✔✔	Significantly inhibited	✗ ✗
Enhanced	✔	Inhibited	✗

Candidate: Sample Select Online   **Report Date:** 03/05/2013

7

PRISM Career Development Analysis

In the previous pages, this report has given an analysis of the candidate's personality based on the eight *PRISM* dimensions of human behaviour.

The answers which the candidate gave in the *PRISM* Inventory also enable us to focus on 26 critical business-related characteristics which people demonstrate to varying degrees in their day-to-day work.

The red triangle pointer indicates the candidate's personal preferences for each of these business characteristics.

The green band indicates the ideal, or target, range for each of the characteristics for the role being considered. A close match between the candidate and each target range across most areas will indicate a good suitability 'fit' between the candidate and the role. Employers need to determine, however, how important each characteristic is for the role under consideration.

NOTE: The further towards the extremes of each scale the green band or benchmark is, the more important that factor is perceived to be for the job or role. Matches in areas towards the extreme right hand side - where the trait is considered critical for success in the role - and extreme left hand side - where the trait is considered potentially counter productive and hence undesirable in the role – are more critical than those towards the centre of the scale.

PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying) ▬ Benchmark

People skills

Teamworking
Low Preference | High Preference

Formal and reserved, prefers to work alone without interruptions.

Prefers work that involves social interaction, likes supporting others and getting them involved.

0 10 20 30 40 50 60 70 80 90 100

Recognition
Low Preference | High Preference

Prefers to avoid being in the spotlight, is reserved and is uncomfortable making small talk with strangers.

Has a strong need to be noticed and to be popular, is friendly and communicative, does not like rejection or loss of support.

0 10 20 30 40 50 60 70 80 90 100

Concern for others
Low Preference | High Preference

Unaware of others' feelings, reluctant to get involved in people's problems and emotional issues.

Caring and understanding, shows empathy and is considerate, sympathetic and approachable.

0 10 20 30 40 50 60 70 80 90 100

Consensus seeking
Low Preference | High Preference

Makes decisions independently, seldom looks for advice or opinions.

Makes decisions by consensus and actively seeks the views and involvement of others.

0 10 20 30 40 50 60 70 80 90 100

Social skills
Low Preference | High Preference

Quiet and guarded, prefers small groups, rarely seeks people out and avoids the limelight.

Talkative, optimistic, expressive and lively, enjoys socialising and meeting new people.

0 10 20 30 40 50 60 70 80 90 100

People focus
Low Preference | High Preference

Less responsive to others, controls own emotions and feelings, values results more than harmony.

Responsive to others and relationship focused, unafraid to show or discuss feelings and emotions openly.

0 10 20 30 40 50 60 70 80 90 100

Stability
Low Preference | High Preference

Competitive and tough-minded, unafraid to take tough decisions and risk unpopularity in the interests of achieving results.

Has a strong need for harmony and to be accepted and of help and value to others. Prefers a predictable, secure environment.

0 10 20 30 40 50 60 70 80 90 100

PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying)   ▬ Benchmark

Drive for results

Initiative

Low Preference		High Preference
Prefers to keep things as they are and undertakes new work only after consultation or when told to.	0 10 20 30 40 50 60 70 80 90 100	Self-motivated. Capitalises on opportunities, initiates action, enjoys identifying and accepting challenges.

Energy level

Low Preference		High Preference
Likes to work at a steady pace, dislikes being rushed or put under pressure.	0 10 20 30 40 50 60 70 80 90 100	Very dynamic, works well under pressure, tends to be involved in several activities at the same time.
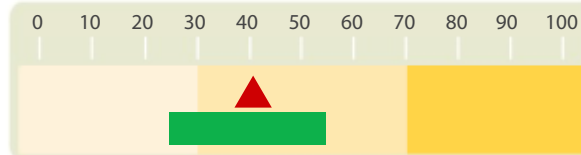
Ambition

Low Preference		High Preference
Easy going, unassertive, non-competitive, focuses on achievable, undemanding targets.	0 10 20 30 40 50 60 70 80 90 100	Enjoys being given tough goals, has high aspirations, is competitive and driven to succeed.
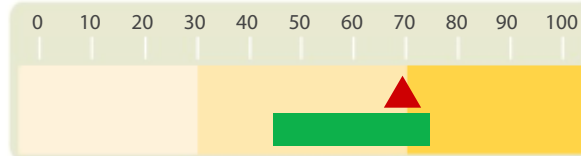
Control

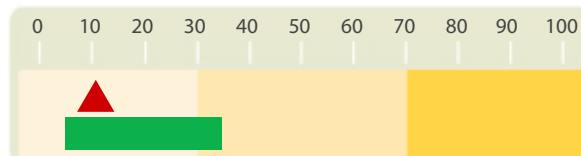| Low Preference		High Preference
Dislikes taking tough decisions or telling others what to do, is unassertive and happy to let others take the lead.	0 10 20 30 40 50 60 70 80 90 100	Takes control of situations, dominant, decisive and forceful, enjoys being in charge of others and has a strong need for bottom line success.
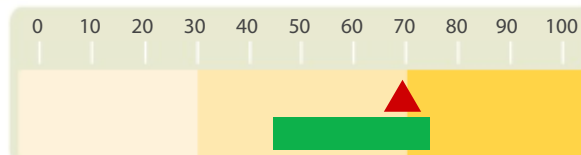
Adaptability

Low Preference		High Preference
Likes order and predictability, prefers to adapt what is tried and tested rather experiment with something new.	0 10 20 30 40 50 60 70 80 90 100	Prefers variety and novelty, adapts quickly to change, adjusts to new circumstances, dislikes routine and constraints, easily bored.

Risk taking

Low Preference		High Preference
Slower paced, prefers to check facts, ask questions, complies with rules and avoids risks or making errors.	0 10 20 30 40 50 60 70 80 90 100	Fast paced and impatient, has a strong need to achieve quick results. Willing to take risks and break the rules to achieve success.
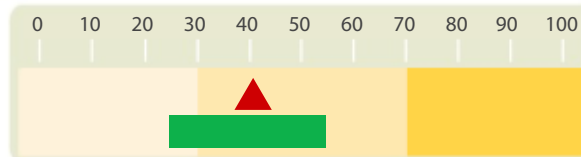
Task focus

Low Preference		High Preference
Relationship focused and enjoys working with people and creating an open, harmonious working environment.	0 10 20 30 40 50 60 70 80 90 100	Is self-sufficient and prefers to deal with tasks and results rather than people issues. Uncomfortable talking about feelings and emotions.

Candidate: Sample Select Online   **Report Date:** 03/05/2013

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PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying)   ████ Benchmark

Conscientiousness

Low Preference	Attention to detail	High Preference
Focuses on the big picture, not preoccupied with detail, easily distracted and poor at follow through.	0 10 20 30 40 50 60 70 80 90 100 ▲	Thorough, methodical, enjoys detailed work which requires high attention to small details. Follows through on commitments.

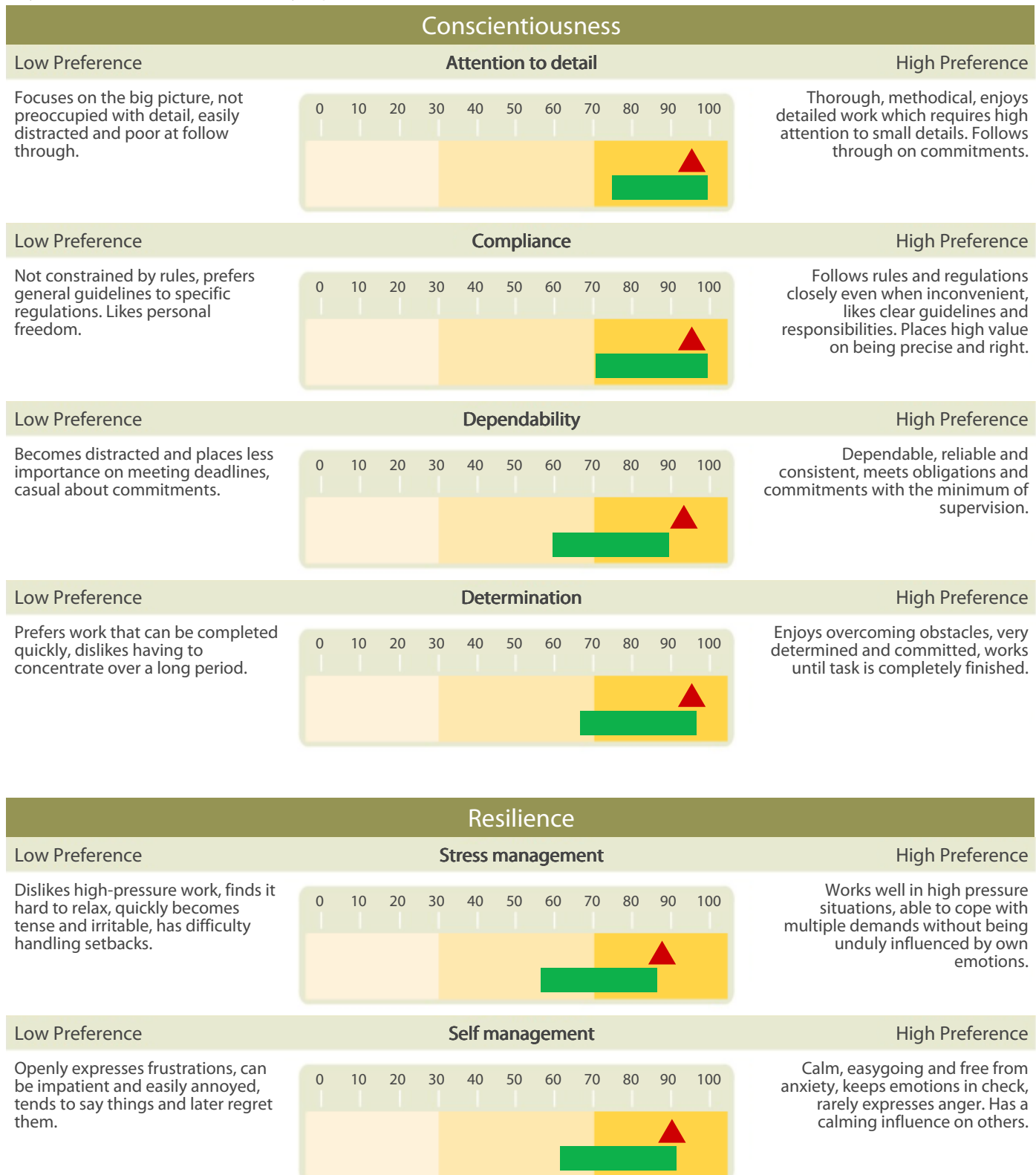| Low Preference	Compliance	High Preference
Not constrained by rules, prefers general guidelines to specific regulations. Likes personal freedom.	0 10 20 30 40 50 60 70 80 90 100 ▲	Follows rules and regulations closely even when inconvenient, likes clear guidelines and responsibilities. Places high value on being precise and right.

Low Preference	Dependability	High Preference
Becomes distracted and places less importance on meeting deadlines, casual about commitments.	0 10 20 30 40 50 60 70 80 90 100 ▲	Dependable, reliable and consistent, meets obligations and commitments with the minimum of supervision.

Low Preference	Determination	High Preference
Prefers work that can be completed quickly, dislikes having to concentrate over a long period.	0 10 20 30 40 50 60 70 80 90 100 ▲	Enjoys overcoming obstacles, very determined and committed, works until task is completely finished.

Resilience

Low Preference	Stress management	High Preference
Dislikes high-pressure work, finds it hard to relax, quickly becomes tense and irritable, has difficulty handling setbacks.	0 10 20 30 40 50 60 70 80 90 100 ▲	Works well in high pressure situations, able to cope with multiple demands without being unduly influenced by own emotions.

Low Preference	Self management	High Preference
Openly expresses frustrations, can be impatient and easily annoyed, tends to say things and later regret them.	0 10 20 30 40 50 60 70 80 90 100 ▲	Calm, easygoing and free from anxiety, keeps emotions in check, rarely expresses anger. Has a calming influence on others.

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PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying)　　　████ Benchmark

Thinking skills

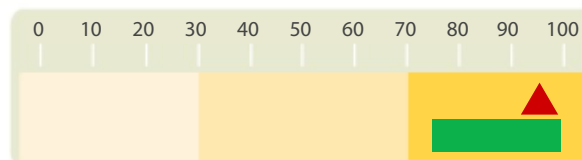| Low Preference	**Abstract thinking**	High Preference
Prefers using and building upon tried and tested methods, avoids unconventional or abstract ideas.	0 10 20 30 40 50 60 70 80 90 100 ▲ ████	Creative, imaginative and original, likes solving problems by thinking laterally, dislikes rules.

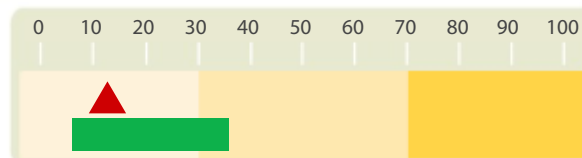| Low Preference	**Analytical thinking**	High Preference
Impulsive, makes quick decisions, relies on personal instinct rather than logic to guide choices.	0 10 20 30 40 50 60 70 80 90 100 ████ ▲	Analytical, cautious and astute, takes a logical approach to problem solving by using all available data.

Ideal social environment

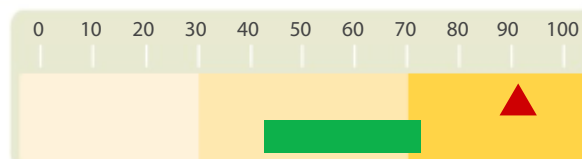| Low Preference	**Need for social interaction**	High Preference
Needs an environment that has little need for social interaction with people, other than close friends, and which provides both time and private space to reflect on important issues.	0 10 20 30 40 50 60 70 80 90 100 ▲ ████	Needs an environment that provides considerable opportunity for face-to-face interaction with others to create positive relationships and to gain social acceptance.

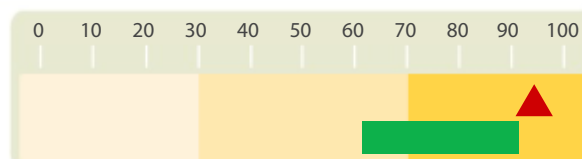| Low Preference	**Need for stability**	High Preference
Needs an environment that values commitment and efficiency more than harmony, and in which personal achievement and status can be recognised and rewarded.	0 10 20 30 40 50 60 70 80 90 100 ████ ▲	Needs an environment that is predictable, steady-paced and harmonious, and which provides opportunities to be of assistance to others and to be appreciated for providing such help.

Ideal working environment

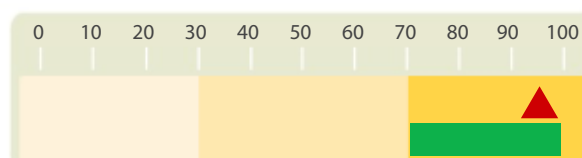| Low Preference	**Need to achieve**	High Preference
Needs a work environment that is strongly focused on achieving effective relationships and in which tough decision making and meeting tight deadlines are relatively unimportant.	0 10 20 30 40 50 60 70 80 90 100 ████ ▲	Needs a work environment in which being self-motivated, taking responsibility and achieving demanding targets are important, and in which there are opportunities for decision making.

Low Preference	**Need to be right**	High Preference
Needs a work environment that is flexible, spontaneous and unstructured and in which attention to small details or rules are relatively unimportant.	0 10 20 30 40 50 60 70 80 90 100 ████ ▲	Needs a work environment in which achieving high standards of accuracy and conforming to strict rules are important and in which there is little need for social interaction with others.