



ASIA PACIFIC

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300 Beach Road, #29-03 The Concourse, Singapore 199555 | www.cppasiapacific.sg | Tel: +65 6396 | email: c-serv@cppasiapacific.sg

CONFIDENTIAL

PSYCHOLOGICAL APPRAISAL

Applicant: Ms ELIZABETH SAMPLE

Client: Client Contact Name
Client Position
CLIENT COMPANY NAME
Client Address

Position: General Manager - Human Resources

Date of Report: 4 June 2003

SAMPLE ONLY

High Potential Candidate



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Guidelines for Using This Report

This report is CONFIDENTIAL.

It is based on a systematic, standardised, and objective evaluation that included mental aptitude tests, personality inventories and an interview. The process has resulted in the following diagnostic appraisal, and for some people, a set of developmental recommendations.

To be helpful, the report must be read and applied carefully. It is only one source of information and it should therefore be used to clarify and confirm other legitimate observations. It can be used for selection and placement, promotional purposes and/or the individual's active participation in ongoing development. But it should be used primarily to enhance and compliment the judgment of senior managers.

The report is to be shared only with those who have a demonstrated need to know its contents. It should be delivered by hand, not mailed, and after review, should be returned to an appropriate, secured storage place. Copies should never be made of this report. This would undermine the integrity of the process and improperly emphasise the value of the report.

There are important responsibilities for those who review this report:

1. The participant should be given an opportunity to receive verbal feedback on the results of this report from a psychologist. We believe feedback is very important and valuable to both the individual and the organisation.
2. The participant should be encouraged to act upon any developmental suggestions.
3. It should be remembered that over time individuals change. The report therefore has limited value after approximately two years.
4. The report was written with a specific intention in mind. It has limited use outside of that context. It must not be shared with others or used outside the organisation that commissioned it, unless there is express approval from the individual, the organisation and APP.

If there are any questions about this report, please contact a human resources representative from your company, or a psychologist from APP.



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PERSONALITY ASSESSMENT

The California Psychological Inventory™ (CPI)

The CPI was used to assess the personality functioning of Ms Sample. This well-researched, objective instrument provides relevant information about the applicant, predicting strengths and weaknesses.

Orientation to the California Psychological Inventory (CPI)

Ms Sample's responses to the questions on the CPI appear to have been made in an honest and consistent manner. The profile is therefore highly likely to present an accurate picture.

General Description of Applicant

Overall, the profile indicates stable personality functioning in Ms Sample.

She is best described as a highly articulate, intelligent and energetic individual who truly values cognitive and intellectual matters. She appears to possess excellent interpersonal skills, and she is likely to be seen as a warm and friendly person. She should prove to possess high average levels of honesty and integrity. The profile suggests that she possesses high aspirations for herself, and will seek challenging leadership positions, which she should prove able to handle with skill and diplomacy. She appears to possess high levels of creativity, flexibility and innovation, and should prove able to look well beyond the confines of her position, noting even subtle signals in the environment that indicate a need for change or reaction.

The results identify the following significant behavioural attributes:

PERSONAL FACTORS

Energy Levels

- Ms Sample appears to have well above average energy levels.
- She should prove to be an assertive individual who takes the initiative and gets things done.

Level of Self-Confidence

- Ms Sample appears to have a well-developed sense of her own personal worth and is likely to feel sure of herself in most situations.

Stress Tolerance

- The profile suggests that Ms Sample has a well-developed capacity to handle most forms of stress.
- She may be somewhat vulnerable to personal criticism.

Need for Independence

- Ms Sample appears to be a strongly independent person who has the capacity to differ from and stand apart from others.
- She should prove to be assertive, self-directed, and able to gain success through her own endeavours.



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INTERPERSONAL SKILLS

Level of Social Involvement

- The profile suggests that Ms Sample is a highly socially interactive individual who has a genuine liking for other people.
- She is likely to present as witty and animated, easily able to express her ideas, and socially poised.

Social Confidence

- The profile suggests that Ms Sample enjoys both formal and informal social occasions, and will present as energetic, enthusiastic, poised and self-confident.

Insight Into Others

- Ms Sample appears to be an insightful person who takes the time to carefully study people and their drives and motives.
- The profile suggests that she will usually be seen as observant and perceptive.

Interpersonal Sensitivity

- Ms Sample appears to be a diplomatic and non-judgmental individual.
- She should prove to understand the need to create a favourable impression in the eyes of others, and to moderate her behaviour accordingly.

Building Relationships

- The profile suggests that Ms Sample moderates her dominance with a degree of sensitivity towards others.
- Thus, whilst some may see her as overly self-confident and even arrogant, most should happily establish productive relationships with her.

Teamwork

- The profile suggests that Ms Sample will observe the norms of group behaviour, and is not inclined to manipulate others.
- She appears to be highly independent, and is likely to assert her own point of view even if it differs from that of others.
- She is likely to feel a strong need to assume an important leadership role within a group, and will tend to take control in many situations.

Persuasiveness

- Ms Sample should prove to be an articulate and forceful individual who is able to gain cooperation from others.
- She is likely to use logic and debate as her preferred method for winning people over to her viewpoint.



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WORK STYLE

Ability to Follow Through

- The profile suggests that Ms Sample has an above average ability to follow tasks through to completion.
- For the most part, she should prove to be orderly and organised, assuming responsibility and following through with obligations.

Ability to Work in a Structured Environment

- The profile suggests that Ms Sample has high average achievement needs in settings where teamwork and the following of set rules and procedures are required.

Ability to Work Independently

- Ms Sample appears to have very high achievement needs in settings where independence and autonomy are required.
- This appears to be her preferred working environment.
- She is likely to prefer to work without close supervision, and to desire some decision-making power.

Ability to Learn New Things

- Ms Sample should prove to be a rational, clear-thinking and logical person who is able to deal quickly and effectively with new and complex issues.
- The profile suggests that she will assume a broad perspective, looking beyond the confines of her position and quickly recognising even subtle clues that signal changes in the environment.

Integrity

- Ms Sample appears to possess high average levels of integrity.
- She should prove to be an honest and sincere person who understands and follows the rules and conventions of everyday life with little or no difficulty.

Self-Control

- The profile suggests that Ms Sample has high average levels of self-control, and is likely to prove disciplined and stable.

Planfulness

- Ms Sample appears to possess high average levels of planfulness.
- She is likely to adopt an open-ended, responsive approach to planning, and should have little difficulty adapting her plans to meet new circumstances.

Creativity

- Ms Sample appears to possess a creative temperament, and is likely to be imaginative and innovative.

Flexibility

- Ms Sample appears to possess well above average levels of flexibility in her thinking and behaviour.
- She should prove to enjoy variety and to be quick to adapt to changing environments and circumstances.



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LEADERSHIP

Desire to Lead

- Ms Sample appears to possess a well above average desire to lead and to hold managerial responsibilities.
- She should prove to be ambitious, confident, optimistic and poised.

Leadership Style

- The profile suggests that Ms Sample will exhibit a strong, out-front leadership style.
- She is likely to enjoy directing, advising and coordinating the activities of others, and to adopt an assertive and dominant style.
- The profile suggests that in most situations, Ms Sample's understanding of others will prevent her from being perceived as overly authoritarian.
- However, she is likely to enjoy being seen as powerful and unique, and she may become defensive if her status is threatened.

Empowering/Developing Others

- The profile suggests that Ms Sample likes to maintain control, and she may not always delegate responsibility to others.
- She is likely to set high standards for herself and others, and she may become impatient if they are not met.

Potential Strengths (when considered for this position)

- Ms Sample appears to be an energetic, leadership oriented person who has very high aspirations for herself.
- She appears to possess excellent interpersonal skills, and the ability to lead a wide range of individuals effectively.
- The profile suggests that she will be hard working and creative, and that she possesses the ability to rapidly learn new and complex material.

Potential Weaknesses (when considered for this position)

- The profile did not reveal any significant weaknesses when Ms Sample is considered for the position of General Manager - Human Resources.



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SUMMARY

Personality assessment indicates some considerable strengths when she is considered for the role of General Manager - Human Resources.

Having regard to the overall results of this assessment, it is possible to RECOMMEND Ms Sample for appointment to this position.

David Freeman BSc BEd MEd DipClinHyp MAPS MACE FACPCP
Psychologist

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