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**Sam Sample**  
**16 Dec 2017**

**DECISION MAKER**

## **APPRENTICE SELECTION - BUSINESS ADMINISTRATION**



**SOLUTIONS  
SELECTION**

# REPORT STRUCTURE

The Apprentice Selection report compares Sam's results to the ideal profile of Business Administration in the following sections:

## 1. Guide to Using This Report

- Introduction
- Reference Groups (Norms) Used
- Understanding the Charts and Tables

## 2. Personal Work Needs

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## 5. Financial Motivation

- Financial Motivation Profile Chart
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## DISCLAIMER

This is a strictly confidential assessment report on Sam which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam.

This profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, personality preferences, values, motives, interests and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.

# GUIDE TO USING THIS REPORT

## INTRODUCTION

This report considers Sam Sample in terms of how he matches the ideal profile for Business Administration. Sam Sample's match to the ideal is considered in three aspects:

- Work Interests Match
- Work Needs Match
- Total Match (combining the two above)

Match is expressed as a Profile Similarity Coefficient. Such coefficients can vary between +100 and -100. The closer the coefficient is to +100 the closer the match between the respondent and the ideal profile. These coefficients should not be interpreted in an absolute way (e.g. only above +60 as considered 'good'). Rather, all data should be considered to gain an overall picture of strengths and support needs for any individual candidate. Coefficients can, however, be used as a basis for ranking a group of applicants in terms of closest through least match.

Further, ability results are indicated against benchmarks above which an applicant might be considered to have sufficient ability to meet education and training demands within a reasonable timeframe. Again, strengths and areas in which to focus development or support activities can be identified.

## RESULTS: QUICK SUMMARY OF MATCH PROFILE

<b>Total Similarity</b>	<b>= 56%</b>
<b>Work Needs Similarity</b>	<b>= 53%</b>
<b>Work Interests Similarity</b>	<b>= 45%</b>
<b>Ability Similarity</b>	<b>= 72%</b>



# WORK NEEDS FIT SUMMARY

## PROFILE FIT STRENGTHS

### STABILITY

**Ideal Profile:** The Business Administration apprenticeship requires a calm, composed person, able to deal effectively with everyday stresses.

**Sam's Profile:** Sam does not present himself as a particularly touchy or moody person although, like most people, he may feel stressed when under pressure. Being fairly secure and self-confident, he should be able to cope with the normal pressures and demands of life, but may not enjoy working under constant pressure. Like most people, Sam may experience some apprehension when faced with major life decisions. However, once the stress has passed, he should be able to recover his composure and 'recharge his batteries'.

### EXTRAVERSION

**Ideal Profile:** The Business Administration apprenticeship requires a fair degree of contact with others. As a result, the ideal candidate should be a sociable, friendly person who enjoys working with, and meeting, other people.

**Sam's Profile:** His score suggests that Sam should be as sociable and outgoing as most people and should be equally happy working with others as he is working on his own. While he may enjoy the opportunity to discuss a problem with colleagues, Sam may also appreciate some time to work without distraction. Viewing himself as an effective communicator, he should be confident persuading others to adopt his point of view. When there is an opportunity to express his opinion, he is unlikely to shy away from being the centre of attention. His score is typical of someone who is neither a loner nor particularly dependent upon others. While he may not enjoy a job which involves continually meeting new people, he should appreciate some social contact. Given the active communicator that he is, Sam may seek out roles that involve persuading others of a particular point of view, product, or service.

### OPTIMISM

**Ideal Profile:** The Business Administration apprenticeship requires someone who is as optimistic in their outlook as most people, and who is as likely as the next person to anticipate success. Approaching setbacks in a fairly positive way, the ideal candidate should nevertheless know when an outcome is beyond their control or influence.

**Sam's Profile:** Somewhat more optimistic than most, Sam should anticipate success when setting out on a course of action. Having confidence in his ability, he is likely to view setbacks as a challenge to overcome. In spite of his optimism, however, Sam should be sufficiently realistic about the dangers of continuing with a problem when confronted with repeated setbacks. As a consequence, he is likely to enjoy roles which present an attainable goal to work towards.

### OPENNESS

**Ideal Profile:** The Business Administration apprenticeship requires someone who can approach problems in a somewhat concrete, pragmatic way, though should still be capable of appreciating creative and conceptual ways of solving problems.

**Sam's Profile:** A fairly realistic, down to earth person, Sam may be seen as someone who has his feet on the ground. Being orientated towards operational, real world issues, he may not have an interest in intellectual pursuits; particularly those that are more abstract and conceptual. As a result, he may express his artistic interests in more concrete, practical ways. Unless they have obvious use, Sam may also consider academic debate to be a waste of time. As a result, he is likely to appreciate a role where he can see a tangible outcome for his efforts.

### AGREEABLENESS

**Ideal Profile:** The Business Administration apprenticeship requires an ability to build trust with others, while still retaining a degree of caution. The ideal candidate will also be willing to accommodate the needs of others whilst retaining a questioning approach where appropriate

**Sam's Profile:** As trusting as most people, Sam is however aware that people cannot always be taken at face value. Consequently, he should recognise the need to be relatively circumspect when dealing with people he

does not know well. Not unduly suspicious or sceptical, he should have a realistic view of human nature; being neither too cynical nor too trusting in his relations. While he may be initially willing to give people the benefit of the doubt, Sam may quickly withdraw this trust if people take advantage of his good nature. On the basis of these results, Sam may be suited to roles that require placing trust in others, while still retaining a degree of caution.

## POSSIBLE SUPPORT REQUIREMENTS

### EXCITEMENT

**Ideal Profile:** The Business Administration apprenticeship provides a fairly safe and stable environment that places emphasis on the need to exercise caution, although does not discourage risk taking so long as it is well-considered and measured.

**Sam's Profile:** Sam describes himself as someone who is not averse to taking risks, and may be prepared to do something that has an element of danger if it strongly appeals. In line with this, other people may see him as a fairly bold, relatively adventurous person, who is prepared to take a calculated risk. In line with his need for some variety and excitement, Sam may become a little bored with jobs that are excessively predictable.

### CONSCIENTIOUSNESS

**Ideal Profile:** The Business Administration apprenticeship requires attention to detail and the ability to adhere to established systems and procedures. As a result, the ideal candidate must be a highly conscientious and diligent person.

**Sam's Profile:** Sam characterises himself as someone who is very spontaneous and flexible in his approach to work. In line with this, he may act on the spur of the moment rather than plan ahead, and like to do things his own way, rather than follow set procedures. Given the choice, Sam may prefer to focus on the bigger picture, rather than attend to the detailed requirements of a task. On the downside, he may make careless mistakes when attending to details and have difficulty seeing boring or repetitive tasks through to the end. He is likely to enjoy roles that require strategic thinking and find jobs that involve following set systems and procedures a challenge.

# CAREER INTERESTS

Below is a chart of Sam Sample's career interests. Most people have scores around the middle so it is the high and the low interests which tells us about how he differs from the 'average' person.

Career Interests Profile Similarity

45

Ideal Profile
  Sam Sample's Profile

Scale	Raw	Career Interests	1	2	3	4	5	6	7	8	9	%ile
<b>AD</b>	<b>15</b>	<b>ADMINISTRATIVE</b> Activities involving administration and well established procedures.					●				○	<b>57</b>
<b>MG</b>	<b>25</b>	<b>MANAGERIAL</b> Activities involving management and the control of others.							○		●	<b>91</b>
<b>PS</b>	<b>27</b>	<b>PERSUASIVE</b> Activities involving persuasive skills and interaction with customers.								○	●	<b>95</b>
<b>AR</b>	<b>20</b>	<b>ARTISTIC</b> Activities involving creative/artistic skills.	○							●		<b>75</b>
<b>NR</b>	<b>20</b>	<b>NURTURING</b> Activities centred on helping and caring for others.					○	●				<b>62</b>
<b>LG</b>	<b>20</b>	<b>LOGICAL</b> Activities involving problem solving and analytical skills.					○	●				<b>53</b>
<b>PR</b>	<b>10</b>	<b>PRACTICAL</b> Activities involving engineering, machine tools, the use of machinery.			●		○					<b>12</b>
<b>SC</b>	<b>16</b>	<b>SCIENTIFIC</b> Activities involving the understanding of natural and physical sciences.			○			●				<b>61</b>

# CAREER INTERESTS FIT SUMMARY

## PROFILE FIT STRENGTHS

### MANAGERIAL

**Ideal Profile:** The Business Administration apprenticeship requires an above average interest in managing, coordinating, and directing the activity of people and/or resources.

**Sam's Profile:** Sam appears to be very interested in pursuing a career in a leadership role that involves managing, directing, and coordinating resources and/or people. It is important to realise that success as a leader is dependent on more than just an interest, and typically, the most successful leaders have already proven their technical competence within a discipline or functional area over many years, and have well developed people skills. Most people who excel in leadership roles also possess other characteristics such as the aptitude to pick up new learning at speed, the ability to think at a more abstract, conceptual level, and a high level of resilience and tolerance for pressure.

### PERSUASIVE

**Ideal Profile:** The Business Administration apprenticeship requires an above average interest in selling to either individuals or groups or having to constantly convince them of the benefits of what he has to offer.

**Sam's Profile:** Sam profiles as being strongly interested in roles that involve convincing others of the benefits of a particular product or service. In line with this, he might consider direct selling roles, such as canvassing or telesales, as well as working in retail or as a sales representative. In addition, Sam should not discount other roles that, while not directly sales-orientated, still have a strong sales component to them.

### NURTURING

**Ideal Profile:** The Business Administration apprenticeship requires a moderate interest in people and in work that involves caring for and helping them.

**Sam's Profile:** Sam shows a little more interest in the caring professions than the average person. As a result, he might consider jobs where the principle function is to look after and care for others. In addition, he may be interested in roles which, while not directly connected to caring for others, still have a nurturing component to them. Depending upon his other occupational interests, Sam might consider roles that involve helping, but not directly caring for, others.

### LOGICAL

**Ideal Profile:** The Business Administration apprenticeship requires a moderate interest in working with numbers and problem solving.

**Sam's Profile:** Sam shows a moderate level of interest in jobs that involve working with numbers, and require solving logical, or mathematical problems.

### PRACTICAL

**Ideal Profile:** The Business Administration apprenticeship requires a moderate interest in practical and mechanical types of work.

**Sam's Profile:** Having a fairly low level of interest in practical and mechanical types of work Sam might not enjoy working with his hands. This of course implies that he is unlikely to pursue a career in crafts, trades in the building industry, or engineering. Sam might consider whether his level of interest is more associated with construction/engineering, or whether it extends to other less manual or physically demanding jobs which still require working with his hands.

## POSSIBLE SUPPORT REQUIREMENTS

### ADMINISTRATIVE

**Ideal Profile:** The Business Administration apprenticeship requires a strong interest in clerical or administrative work.

**Sam's Profile:** Sam shows an average level of interest in office based work. While he might not consider positions that explicitly revolve around filing, data-processing, etc., he should not be averse to jobs that involve some administrative tasks particularly if in an occupational area of interest. Given his moderate level of interest in such work, however, he should note that many jobs in the modern work place do have a significant clerical component to them. Sam might therefore wish to explore how much of his working day would be taken up with such activities when considering any given career.

### ARTISTIC

**Ideal Profile:** The position of Business Administration does not require a strong interest in creative, artistic activities.

**Sam's Profile:** Sam appears to be interested in creative, artistic activities and cultural pursuits such as literature, drama, and music. Having a stronger aesthetic sense than most people, he should appreciate art and good design. Sam might also be attracted to roles that, while not directly related to design or the arts, will still provide plenty of opportunity for creativity. He might also consider roles that are less obviously creative, but still provide room for creative expression.

### SCIENTIFIC

**Ideal Profile:** The position of Business Administration does not require a strong interest in scientific principles.

**Sam's Profile:** Sam shows a little more interest in science and technology than the average person. However, most people who are attracted to scientific and technical roles have a strong intrinsic interest in the natural sciences. As such, he might enjoy laboratory work, research, or other scientific roles. Sam might also consider jobs that have a less direct scientific or technical component to them if other aspects of the role has appeal (i.e., selling medical equipment, editing technical manuals).

# REASONING ABILITIES

Reasoning Abilities Profile Similarity **72**

○ Ideal Profile      ● Sam Sample's Profile

Scale	Raw	Reasoning Abilities	1	2	3	4	5	6	7	8	9	%ile
<b>VR</b>	<b>25</b>	<b>VERBAL REASONING</b> Ability to use words in a logical way.					○	●				<b>58</b>
<b>NR</b>	<b>23</b>	<b>NUMERICAL REASONING</b> Ability to use numbers in a logical and rational way.					○		●			<b>81</b>
<b>AR</b>	<b>24</b>	<b>ABSTRACT REASONING</b> Ability to understand complex concepts and assimilate new information.							○		●	<b>92</b>

Sam has performed well above average on the three ability tests. This would imply that he should be able to cope academically in a course of further study and might wish to look towards careers which require further academic study including Higher Education.

**Norms Used:**

- Verbal Reasoning** = 7296 Adult Males & Females
- Numerical Reasoning** = 7296 Adult Males & Females
- Abstract General Reasoning** = 7296 Adult Males & Females

## VERBAL REASONING

The Verbal Reasoning Test assesses a person's ability to use words in a logical way. Consisting of items which involve an understanding of vocabulary, class membership and the relationships between words, this test measures the ability to perceive and understand concepts and ideas expressed verbally. While this test is a measure of reasoning ability rather than educational achievement, it is nonetheless generally recognised that verbal reasoning test scores are sensitive to educational factors.

Sam Sample's performance on the verbal component of this test indicates that he has an average level of verbal reasoning ability compared to the chosen reference group. This suggests that he is likely to be as able as most staff in general level employment to understand fairly complex verbal concepts and ideas, to be able to perceive the relationships between these and to deduce their logical consequences. He has demonstrated an average level of ability (with respect to the chosen reference group) to be able to use words in a logical and rational way, suggesting that he has a reasonable command of language. It might however be expected to take him a little longer than it may take the highest calibre staff to fully appreciate particularly difficult concepts and very subtle shades of meaning.

While Sam Sample should be able to formulate arguments in a fairly logical manner, he may have a little difficulty understanding the finer points of complex arguments. He should be as able as most (general level) staff to understand new ideas, and explain them coherently to others, but he may not always fully appreciate the underlying logic; particularly if it very complicated. He should be able to learn routine material without undue difficulty, although it is likely to take him a little longer to understand particularly complex material or very subtle arguments. He should be quite able to benefit from routine training and development programmes

that require a reasonable level of verbal ability, and which require participants to learn relatively complex new (verbal) material.

## **NUMERICAL REASONING**

The Numerical Reasoning Test assesses a person's ability to use numbers in a logical and rational way. The test consists of items which assess the candidate's understanding of number series, numerical transformations, the relationships between numbers and their ability to perform numerical computations.

Sam Sample's performance on the numerical component of this test suggests that he has an above average level of ability to understand numerical concepts, compared to the chosen reference group. The score he obtained on this test indicates that his level of numerical reasoning ability is likely to exceed that of many staff in general level employment. He has demonstrated an ability to accurately perceive the logical patterns and relationships between numbers, to be able to understand the rules that govern these patterns and deduce the logical consequences of them.

In a broader context, this suggests that Sam Sample has a fairly good level of understanding of numbers and how they are related to each other, and an ability to grasp relatively complex numerical/mathematical concepts. He has demonstrated an ability to work with numbers in quite a logical and rational way, to carry out numerical operations fairly accurately and to solve reasonably complex numerical problems. This suggests that he should be able to cope with the demands of most general level jobs that require working with numbers, without difficulty. Moreover, with appropriate training he should have a sufficient level of numerical ability to be able to acquire higher level numerical skills.

## **ABSTRACT REASONING**

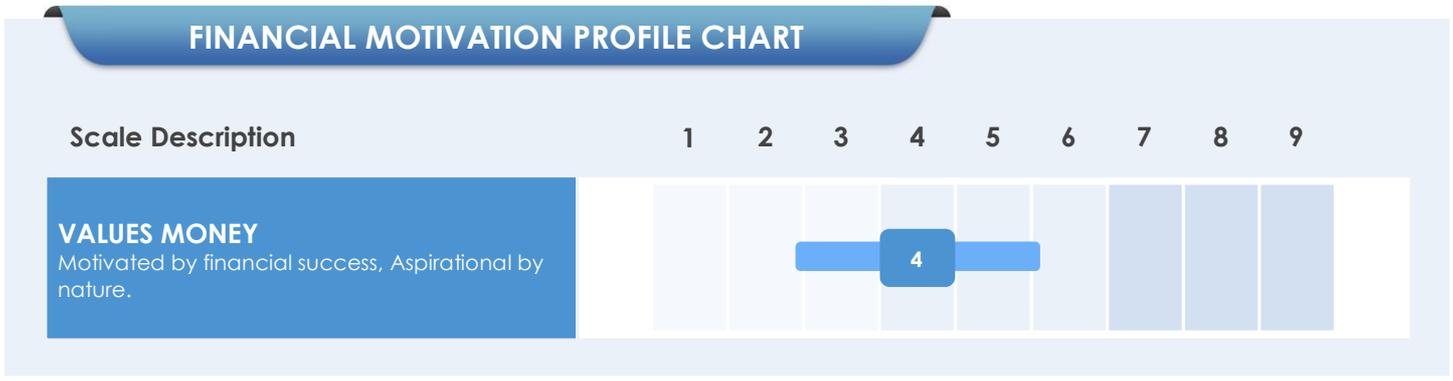
The Abstract Reasoning Test assesses the ability to understand complex concepts and assimilate new information outside of previous experience. The test consists of items which require the recognition of patterns and similarities between shapes and figures. As a measure of reasoning it is independent of educational attainment and can be used to provide an indication of intellectual potential. Assessing the ability to quickly understand and assimilate new information it is likely to predict how responsive to training the person will be.

Sam Sample's score on the abstract component of this test is within the top 10% of the chosen reference group, suggesting that he has an excellent level of natural (i.e., untutored) reasoning ability. This suggests that his level of fluid reasoning ability is likely to be in excess of that of most staff in general level employment. He has demonstrated a good level of ability to perceive abstract logical patterns and relationships between novel material, to correctly identify these patterns and deduce the consequences of them using pure logic (i.e., without calling upon other information such as his vocabulary, knowledge of mathematical operations, etc.)

Sam Sample's performance on the abstract component of this test suggests that he has a good ability to grasp new concepts and ideas outside of his previous realm of experience, and to understand abstract logic (i.e., logical relationships which are not contextualised). This should enable him to quickly understand new material, even if it is complex and abstract in nature. He is likely to learn complicated, intellectually demanding material much more quickly than most (general level) staff, and as a result he should be able to put further training and development to good use.

# FINANCIAL MOTIVATION

Financial motivation is an additional personal work need that moderates individuals' career choices. Below is a chart of Sam's financial motivation. Most people will be about medium in their needs and Sam's high and low needs are those which set him apart from others around him. The meaning of the chart is also explained in this section.



## WHAT MOTIVATES SAM SAMPLE?

Placing a little less value on economic success than some people, money may not be the only motivating factor for Sam. While he should acknowledge that money cannot buy happiness, he should still appreciate some of the things that money can buy. As a result, he might need to balance the likely financial rewards of any career with the intrinsic value of his work.