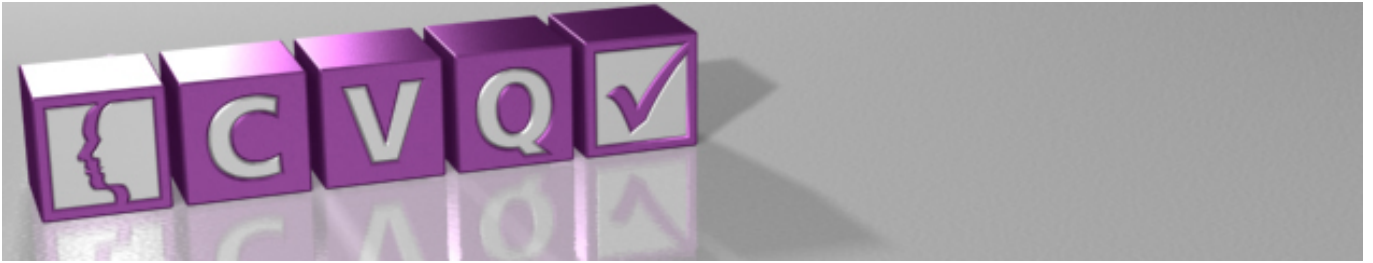


Corporate Values Questionnaire



Management Comparative Profile Report

Individual: Ron W

Date of Testing: 14 June 2000

Anchor: XYZ Organisation

Date of Anchor: 14 June 2000

This document is highly confidential and contains sensitive information on the individual assessed. The test administrator must ensure that this report is stored in a secure location with minimum access.

Psychometric assessment produces information that is personal and individuals completing such assessments should be given "feedback". Following this feedback, the individual should be given their Candidate Report. This assessment is not intended to replace other sources of information available on the individual and should be verified through other avenues such as interviews, simulations, other psychometric instruments and reference checks. As such, CVQ results should serve to identify issues worthy of further investigation in order to obtain a complete picture of the individual. Decisions based on the information contained in this report should incorporate other information about the individual.

Generally it is not appropriate to use results gathered for assessment of suitability for one role for another role, or for one organisation for another organisation. However, in some circumstances there may be an alignment of requirements across similar jobs or similar organisations, in which case some results may be transferable. Transferring results may occur only with a candidate's written permission. The candidate must be fully informed of the consequences of giving such permission.

Reassessment of candidates should not occur before 18 months have elapsed for values inventories.

Interpretation of Results

Based on Ron W's responses to the Corporate Values Questionnaire, we can expect him to value the following aspects of his work environment most highly:

Teamwork, Respect for the Individual, Quality Orientation.

It is essential to his long term job satisfaction that the organisation holds similar values. Ron W's results suggest that he would prefer to work for an organisation:

- ... in which he can frequently work with others to achieve common goals; in which regular collaboration on projects is expected and a team approach is encouraged. He enjoys achieving objectives as a group.

- ... that has a concern for the dignity and welfare of people in the organization, where personal commitments are respected and employees are not expected to make personal sacrifices for work. He is most comfortable in an organization that allows his to achieve work/life balance.
- ... where emphasis is placed on quality products and services and standards are always high; in which performance is driven by a desire for top quality outputs. He enjoys and prides himself on producing work of the highest standard.

Based on results from the XYZ Organisation anchor, we can expect XYZ to value the following factors most highly:

Respect for the Individual, Change Orientation, Customer Focus, Quality Orientation;

and therefore expect its people to:

- ... have a concern for the dignity and welfare of people in the organisation, where personal commitments are respected and employees are not expected to make personal sacrifices for work. They should be most comfortable in an organisation that allows them to achieve work/life balance.
- ... feel encouraged to lead with innovative ideas and search for new and improved ways of doing things; challenge current methods and welcome new ideas and inspirations.
- ... prioritise their customer's needs, demonstrate an appreciation of their importance to the business and treat all customers exceptionally well.
- ... place emphasis on quality products and services and always have high standards;...recognise that performance is driven by a desire for top quality outputs. It is important to produce work of the highest standard.

Suggested Interview Questions

Primary Values

Attempt to work through each of the candidate's primary corporate values using the following questions as a framework.

Teamwork

- Tell me why Teamwork is important to you. How would it affect your approach to work if it was not apparent in your organisation? Can you tell me about a time when this has happened?
- Explain your understanding of Teamwork. Why is that important to you? How has its absence/presence affected your work performance in the past?

Respect for the Individual

- Tell me why Respect for the Individual is important to you. How would it affect your approach to work if it was not apparent in your organisation? Can you tell me about a time when this has happened?
- Explain your understanding of Respect for the Individual. Why is that important to you? How has its absence/presence affected your work performance in the past?

Quality Orientation

- Tell me why Quality Orientation is important to you. How would it affect your approach to work if it was not apparent in your organisation? Can you tell me about a time when this has happened?
- Explain your understanding of Quality Orientation. Why is that important to you? How has its absence/presence affected your work performance in the past?

Key Areas for Investigation*Customer Focus*

- If your employer did not demonstrate an appreciation of Customer Focus, how do think your work would be affected? Has this happened in the past? How did you handle it? (The individual's score on this scale is notably less than the anchor)

General Questions

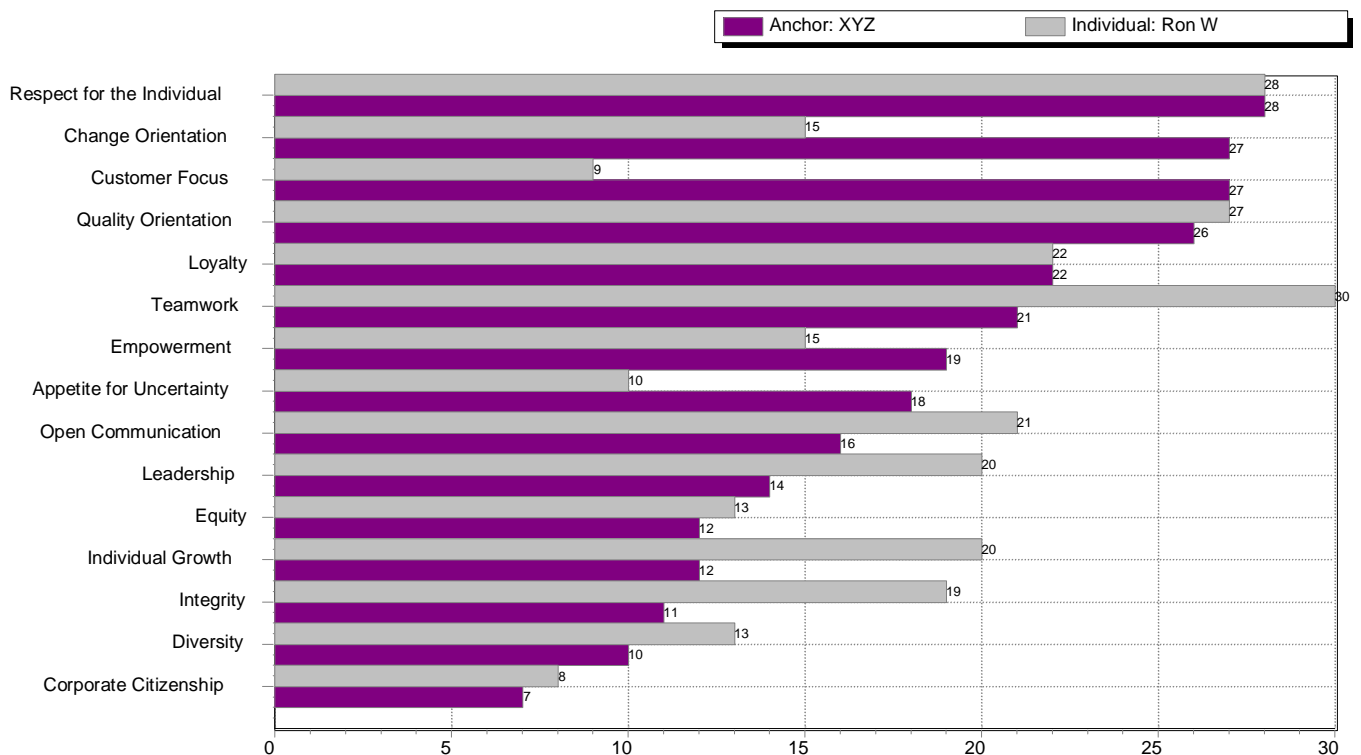
- Why are you interested in working for this organisation?
- What interests you about this industry?
- What were the corporate values endorsed by your previous employer? How well did they reflect your values?
- Have you ever felt that your employer expected you to compromise one of your values or principles? What happened? How did you feel?; OR
- How do you think you'd feel if your employer expected you to compromise one of your values or principles? Why?
- From your work experiences so far, what values or principles do you feel your employer should support in order for you to maintain a good level of satisfaction in your work?

Profile Chart

Score	Meaning
24 and over	Highly valued by the organisation.
23 - 12	Somewhat valued by the organisation.
11 - 0	Least valued by the Organisation

Scale Name	Definition
Appetite for Uncertainty	Confronting unfamiliar situations on a regular basis; making unprecedented decisions.
Change Orientation	Leading with innovative ideas; searching for new and better ways.
Corporate Citizenship	Being cognisant of social responsibility and the external impact of corporate actions.
Customer Focus	Putting customers first; prioritising customer needs.
Diversity	Appreciating the variety of people in the community - both as employees and as customers.

Empowerment	Giving people accountability and authority for achieving results.
Equity	Having fair practices; creating an environment in which all people are treated equally.
Individual Growth	Recognising the importance of ongoing education and professional development.
Integrity	Behaving honestly, ethically and with integrity in all work related activities.
Leadership	Being driven by exemplary leaders who hold a clear vision for the organisation.
Loyalty	Being completely committed to and involved with the job and organisation.
Open Communication	Being honest and open in how information is used; disseminating and communicating information regularly
Quality Orientation	Placing emphasis on quality of outputs; having high standards.
Respect for the Individual	Having a concern for the welfare of people in the organisation.
Teamwork	Working with others to achieve common goals.



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