

Intellectus Business Assessments

Report of Assessment Results

This report is personally prepared for Mr. Bob Smith, Vice-President, Bank of New England.

Assessment Tools:

IBA Motivation Assessment (IBA-MA)

Mayer-Salovey-Caruso Emotional Intelligence Test™ (MSCEIT™)

Raven's Advanced Progressive Matrices (APM)

Results:

IBA Motivation Assessment--General Comments: The IBA Motivation Assessment (IBA-MA) tool has analyzed your motivation on four scales thought to be important in organizational settings. These scales are *Achievement*, *Power--Informally Expressed*, *Power--Formally Expressed*, and *Affiliation*. These scales are based on the work of McClelland¹.

Individuals who score high on the *Achievement* scale want to perform challenging and difficult tasks well. They work hard to be successful and desire recognition and often compensation for their efforts. They seek challenges where the probability of success is between the extremes of very likely and very unlikely. They avoid challenges where almost everyone succeeds. They also avoid challenges where success is foremost a function of “luck”. They may appear to be demanding by subordinates who are less able or motivated to achieve. They may do well as entrepreneurs or in organizations that value entrepreneurial initiative.

Individuals who score high on either the *Power--Informally Expressed* or the *Power--Formally Expressed* scales want to influence and direct the efforts of others to meet organizational goals. They enjoy “being in charge” and the “status” of a leadership role. They likely enjoy competition with others. They may struggle in a leadership role because of insensitivity to other’s needs for recognition and appreciation.

Individuals who score high on the *Power--Formally Expressed* scale prefer roles with clear authority based on title and place on the organizational chart.

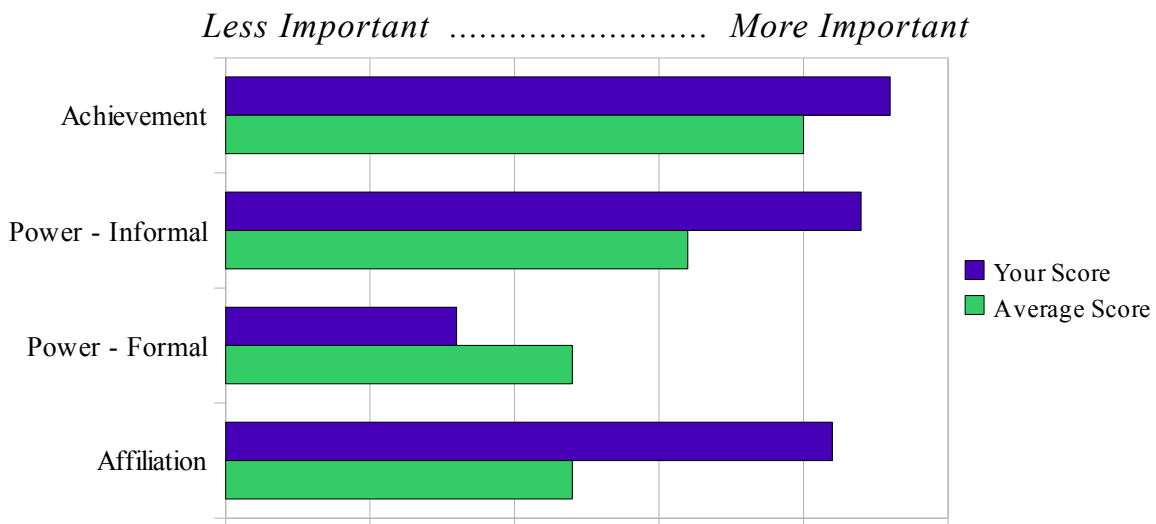
Individuals who score high on the *Power--Informally Expressed* scale look to use their interpersonal skills to persuade and influence others. Their influence and power in the

1 McClelland, D. C. (1988). *Human Motivation*. Cambridge, UK: Cambridge University Press.

organization may exceed their authority based on the organization’s hierarchy. They are more likely to recognize and appreciate the achievements of subordinates, than those who score high on the *Power--Formally Expressed* scale. For this reason, individuals with high *Power--Informally Expressed* scores may be most effective in leadership roles that require significant levels of cooperation from others.

Finally, individuals who score high on the *Affiliation* scale want to be accepted and “liked” by others. They are most comfortable when conforming to organizational norms for behavior and attitude. They are sensitive to the needs of others and prioritize cooperation and positive relations. They likely prefer cooperation over competition. They do well in roles that require lots of personal interaction such as customer relations and client services.

IBA Motivation Assessment--Specific Comments: Your personal results are shown graphically below:



Your IBA-Motivation Assessment results indicate a profile of relatively high *Achievement*, *Power--Informally Expressed*, and *Affiliation*. Of these, *Affiliation* and *Power--Informally Expressed*, are particularly above average.

Your result profile suggests you will be successful in positions of responsibility that require a combination of initiative and consensus building. You may be inclined to take on responsibility for business unit performance, particularly if the unit’s performance has been and is likely to continue to be positive. You are likely to be conscious of building and maintaining relationships with members of the unit. You may experience frustration with unit members who do not respond to your overt efforts

to establish work relationships. You may also experience frustration with unit members who do not share your strong need for achievement. If a unit member's performance is sub-par, you may have difficulty looking beyond relationship appeals and positive encouragement as a means of correcting performance. Overall, your results suggest success in leadership roles that demand strong initiative and positive relationships both within and external to your organization.

It is important to note two factors about your IBA-MA results. First, these results are best viewed in the context of the organization in which you work. For example, some organizations value individuals with high *Achievement* and *Affiliation* scores while others value individuals with high *Power--Formally Expressed* scores. Your scores will not predict absolute success or failure in any given organization but may guide a decision about what type of organization is the best "fit" for you.

Second, these results do not measure the intensity of your motivations. Motivation intensity tends to vary from individual to individual and from situation to situation. For example, an individual may have high relative *Achievement* scores compared to a peer, but have less overall motivation intensity in a work setting because of other demands or interests outside of work. Also, an individual's motivation may intensify if it is clear that he or she will receive a valued reward for success (recognition, compensation, etc.), or it may diminish if the rewards are less likely or predictable.

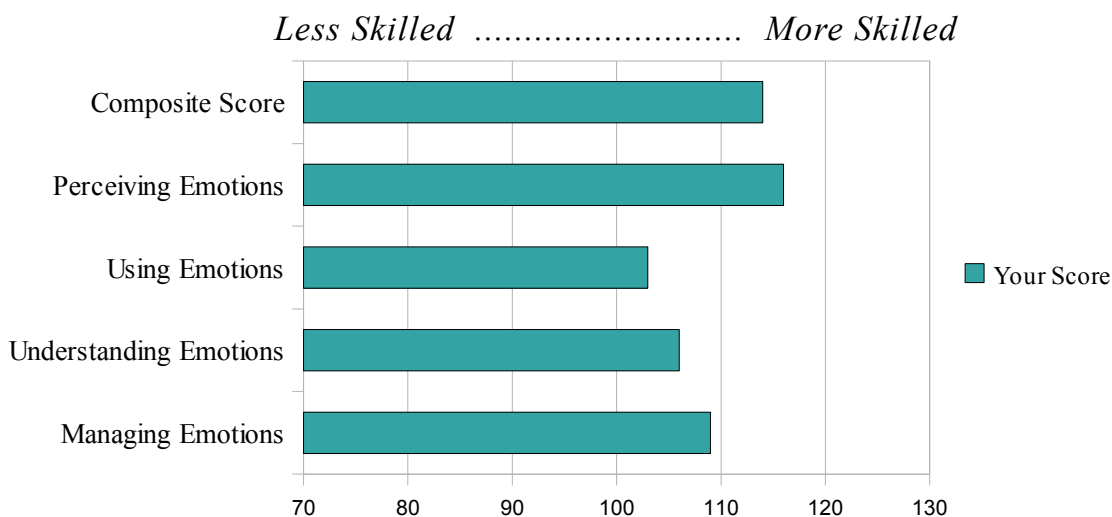
The IBA-MA results do measure your personal motivation and the priorities you have for achieving, affiliating, and expressing power.

The Mayer-Salovey-Caruso Emotional Intelligence Test™--General Comments: The Mayer-Salovey-Caruso Emotional Intelligence Test™ (MSCEIT™) measures your ability to perceive emotions, to sense and use emotions in the process of thinking, to comprehend emotions and the expression of emotions, and to thoughtfully regulate emotions. Individuals who score high on the MSCEIT™ are thought to be experts at perceiving, interpreting, understanding, and managing emotions. They are likely to stand out as being particularly effective at managing themselves and others.

The MSCEIT™ has four sub-scale scores. These sub-scale scores are Perceiving Emotions, Using Emotions, Understanding Emotions, and Managing Emotions. Individuals who score high on the Perceiving Emotions sub-scale are skilled in discerning or identifying how others feel. High scores on the Using Emotions sub-scale are associated with being open-minded about how others are feeling and being attuned to one's own feelings. High scores on the Understanding Emotions sub-scale

indicate sophistication in attending to and processing emotions, both in one’s self and others. Finally, individuals who score high on the Managing Emotions sub-scale are skilled at including both thinking and feeling in decision-making as well as being comfortable when processing emotions, including powerful emotions such as anger and joy.

MSCEIT™--Specific Comments: Your personal results are shown graphically below:



Your MSCEIT™ results indicate consistently above average scores with particular strength in Perceiving Emotions. This finding suggests that you are more able than most at perceiving, understanding, using, and managing emotions in a work setting.

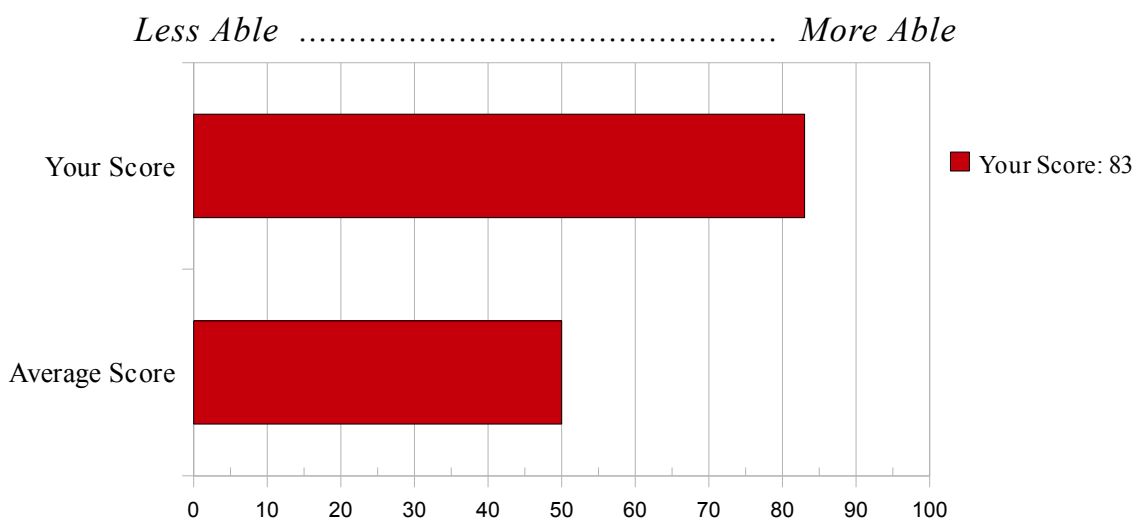
Specific results include high average ability to accurately perceive emotions including a superior ability to perceive emotions revealed by facial expressions. Indeed, your ability to accurately interpret facial expressions is your main strength in perceiving emotions. Your other results are on uniformly average--without unusual variation or inconsistency.

In summary, your MSCEIT™ result profile suggests you will be successful managing your own and other’s emotions in a work setting. Of course, you may be able to build on your skill and elevate all of your MSCEIT™ scores into the Above Average and even the Superior range.

Raven's Advanced Progressive Matrices--General Comments: Raven's Advanced Progressive Matrices (APM) is a nonverbal test of problem solving ability. It measures

observation skill, intellectual efficiency, intellectual clarity, and intellectual reasoning. High scores indicate a well developed capacity for formulating new concepts, discerning meaning out of confusing or ambiguous information, and clear thinking in the midst of complex circumstances. APM scores have high predictive validity for the level of job an individual attains and retains.

Raven's Advanced Progressive Matrices--Specific Comments: Your personal results are shown graphically below:



Your APM results are higher than or equal to 83% of the managers who made up the norm group. This result indicates that you are likely to excel at accurately perceiving and interpreting information, including information that is ambiguous and complex. You are skilled at seeing subtle relationships among details in situations, events, and ideas. You are able to efficiently sort relevant from irrelevant information. This capacity suggests a well developed ability to prioritize and direct activity, including your own.

Finally, you are likely able to build strong arguments for a particular course of action. Your arguments will be based on your understanding of the different perspectives that apply to any issue or problem and deep insight into the challenges and likely outcome of the course of action you select.

Summary and Impressions:

The results of your motivation assessment indicate a profile of relatively high *Achievement*, *Power--Informally Expressed*, and *Affiliation*. Of these, *Affiliation* and *Power--Informally Expressed*, are particularly above average. Overall, your IBA-MA results indicate you will be successful in positions of responsibility that require a

combination of initiative and consensus building and demand positive relationships with others both within and external to your organization.

The results of the MSCEIT™ are consistently above average and suggest you will be successful managing your own and other's emotions in a work setting.

The results of APM indicate you are likely to excel at accurately perceiving and interpreting information, including information that is ambiguous and complex. This capacity makes you more able than most at directing and managing work activity in complex and/or ambiguous work environments.

Taken as a whole, your IBA-MA, MSCEIT™, and APM results are impressive and indicate potential for success at all levels of management. Care should be taken to continue your individual development and to select organizations that are good "fits" for your motivation and ability profile.

Themes for Individual Development:

Individual development should focus on negotiating the gap between your preference for expressing power or authority formally and expressing power or authority informally. It should be helpful to think about circumstances where each type of power expression would be most effective.

It should also be helpful to consider how your motivations might evolve as you take on greater organizational responsibility. Will you place as much of a priority on achievement when the goals you are expected to meet are broader and more difficult to influence as an individual? Will you continue to prefer informally expressed power over formally expressed power?

In addition, you are likely to benefit from exploring the premium you place on maintaining work relationships. Placing such a high premium on work relationships can impair objectivity and decision-making.

You should be able to build on your present ability to use, understand, and manage emotions (as revealed by your emotional intelligence score). Working with an individual development specialist skilled at processing emotions may significantly improve your present abilities in the emotional skill arena.

Because of your highly developed ability to think clearly, little further improvement can be expected. Nonetheless, individual development efforts can focus on trusting and fully utilizing your clear thinking ability in a work setting.

Thank you for participating in this assessment of your motivation, emotional intelligence, and clear thinking ability. Please contact drlebo@intellectusassessments.com with questions or concerns.

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Informed Consent: This report contains personal information about your psychological motivation, your emotional intelligence, and your ability to think clearly about complex problems and situations. Agreeing to the assessment process implies consent to reveal the results to interested parties—an employer or potential employer. Please contact Dr. Lebo directly if you have questions about this informed consent or the implications of sharing your results.