

test center

by People Systems

Broker/ Relationship Manager Assessment Report

Candidate: XXXXXXXXXXXX

Username: XXXXXXXXXXXX

Date: XXXXXXXXXXXX

Sample Report

The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol : ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness		◆			
Assertive Leadership				◆	
Competitiveness					◆
Conscientiousness				◆	
Customer Service Orientation			◆		
Emotional Stability/Resilience		◆			
Empathy			◆		
Extroversion			◆		
Impression Management				◆	
Integrity		◆			
Managerial Human Relations		◆			
Openness to Change				◆	
Optimism / Enthusiasm			◆		
Task Structure	◆				
Teamwork Orientation			◆		
Work Drive					◆
Overall Cognitive Aptitude					◆

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Michael's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Michael has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The lower the Overall Cognitive Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The higher the Overall Cognitive Aptitude score, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

	Mr. Creeg's Responses
<i>Responsibility at work...</i>	is shared by everyone in this practice from the clerical staff to the Financial Planners.
<i>Working long hours every week...</i>	is part of the job if you want to be successful and meet customer needs.
<i>It's hard to do good work when...</i>	you are not clear on the goals.
<i>When my suggestions at work are turned down I...</i>	step back and reconsider what made my ideas in appropriate, then I look for other opportunities to made a contribution.
<i>Having to work on the weekend...</i>	is part of what we do occasionally as needed.
<i>Overnight travel...</i>	is not really what I expect in this job.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing the practice thrive and employees enjoy their work here.
<i>Effective leadership...</i>	is providing the services at the quality levels that customers expect.
<i>Mentoring employees who report to me...</i>	is gratifying for me.
<i>When I have to make a decision quickly...</i>	I assess the situation, review the information at hand, make a quick analysis, and then go with the best option.
<i>Giving performance feedback...</i>	is a routine part of how we do business everyday. No one should be unaware of how they are doing.
<i>When I have to reprimand or discipline an employee...</i>	I made sure I understand the problem, have a private meeting with the employee, and come up with a plan that meets the practices needs and the employees needs.
<i>Besides supervising other people, a manager should...</i>	take care of all the other aspects of managing the practice: purchasing, hiring, coordinating with customers, finance, etc.
<i>The average employee...</i>	is intelligent, professional, capable, and prepared to do a good job.
<i>An employee who brings personal problems to work...</i>	needs to keep their focus on their work and meeting customers needs.
<i>The key to my success as a manager...</i>	is maintain high standards for the entire practice.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is hiring the right people and putting them in the right job.
<i>The best way to motivate people...</i>	is put them in the job that fits their needs, preferences, and technical skills, and then helping them feel good about their contribution to the practice.
<i>The way I get people to work together is...</i>	is group meetings from time to time where we jointly talk about issues, plans, and problems.
<i>I get people to participate in team discussions by...</i>	opening up the floor to comments.

<i>Creating a strong team is not as important as...</i>	making sure the entire practice is managed in a cost effective manner.
<i>Content of my team meeting typically consists of...</i>	reviewing current customer accounts, financials, then I open it up for general discussion.
<i>Team meetings are best used for...</i>	information sharing, and motivating people to do their best and cooperate.
<i>The kind of assignment I like best is...</i>	a challenging one that taps all my skills and talents to create a profitable practice.
<i>I enjoy working with people who...</i>	are smart, competitive, and eager.
<i>I would turn down a job if...</i>	it could not meet my needs.
<i>The best way to get ahead in an organization...</i>	is show that you can deliver.
<i>The most fulfilling job I had...</i>	was Practice Manager at my last job in Texas.
<i>My greatest satisfaction in a job...</i>	is seeing everything come together so that we are all proud of our accomplishments.
<i>A boss deserves loyalty if...</i>	he is the boss. And, he deserves extra loyalty if he shows concern for employees.
<i>What I want most from a job is...</i>	a chance to show that I can benefit this practice.
<i>The best type of supervisor for me would be someone who...</i>	One who is considerate, fair, knowledgeable, respectful of employees, and is concerned about building a strong team.
<i>Working closely with other people...</i>	is crucial to being effective in this job.
<i>My career goal for five years from now...</i>	is to be CEO of my own brokerage firm.
<i>To better myself I...</i>	I develop contacts in the community with other professionals, read a great deal, and attend professional seminars at least twice a year.
<i>Working with coworkers who do not know as much as I do...</i>	allows me to help them learn more.
<i>If I feel underutilized in my job...</i>	look around to see what else I could be doing.
<i>To get ahead in most companies you have to...</i>	deliver the goods, have good relationships with your superiors and show that you have an interest in a higher level position.
<i>I sometimes felt my career advancement was limited by...</i>	lack of openings at a particular company.
<i>My ideal job would be...</i>	Relationship Manager for a brokerage firm.
<i>What annoys most workers...</i>	lack of positive feedback on their job performance.
<i>I would quit my job if...</i>	I felt I had achieved as much as I could at my present job and saw a big opportunity elsewhere.
<i>At work I feel tense when...</i>	people are not getting along well.
<i>I don't like to work with people who...</i>	are incompetent or lazy.
<i>My work performance suffers when...</i>	we have had too many long hours.
<i>I would really dislike a supervisor who...</i>	was not in touch with employee needs.

Personality Assessment

Strengths:

- He has a typically self-assured, take-charge leadership style. Michael can bring his influence to bear on subordinates and direct their efforts toward goal attainment in a straightforward manner.
- Michael is very competitive and highly energized by opportunities to be successful in comparison to others who hold this job. He is very concerned with doing better than his peers.
- He is trustworthy and conscientious in his work habits. Michael will usually perform job tasks and duties in a reliable manner that others can count on. He is also fairly methodical and systematic in the way he carries out projects and assignments.
- He is often considerate and thoughtful in his interactions with customers. However, Michael also analyzes problems analytically and with regard for the available facts.
- Michael will communicate with others as needed while also concentrating on his own tasks and duties. He is generally cordial and pleasant, but not socially distractible.
- He is concerned with projecting a positive image to other people. Michael will usually emphasize positive features about himself and his work. He is not one to let himself be seen in a bad light if he can help it.
- He is typically progressive and open-minded. Michael is usually ready to adopt and disseminate new ways of doing things and engage in innovation initiatives. He will be concerned with continuous improvement, job training, and employee development.
- He takes many situations and people at face value, without preconceptions or advance judgments. While Michael is usually optimistic about most prospects and future contingencies, he is not gullible or unrealistic in his expectations.
- Michael's management style is to trust his subordinates to perform their work in a self-directed manner. He is definitely not a micromanager. Michael is best-suited to employees who are self-starters and motivated to do well on their jobs without a lot of oversight.
- Michael prefers some independence as well as some cooperative activity in his work. He values both team player and individual contributor functions in achieving organizational goals.
- Michael has a high work drive and is very committed to meeting the demands of his job. He will work hard and put in long or irregular hours when needed.

Developmental Concerns:

- He can sometimes be unpleasant and hard to get along with in group settings. Michael should try to be more amiable and agreeable in his interactions with coworkers and customers.
- Michael can be too selfish and self-centered. He may be so concerned with being competitive that he neglects other key managerial areas, such as training and mentoring employees, fostering group cohesion, and creating an effective climate for communications.
- He could place slightly more emphasis on customer service in his work. Michael could be more attuned to customer requests, concerns, and needs.
- In terms of personal adjustment and ability to handle stress, Michael is not a strong candidate for this position. He registers as below-average on emotional stability and resilience.
- Michael could be somewhat more sociable, gregarious, and outgoing on his job. He could communicate more frequently at times.
- Michael has a below average score on honesty and integrity, which suggests he may fail to consistently adhere to company rules and policies. This could send the wrong message about acceptable behavior to subordinates and create a work environment where the company is not strict about its rules and code of ethics. If Michael is hired, he needs a thorough orientation to the company's integrity expectations and the consequences for inappropriate behavior.
- As a manager, Michael gives lower priority to his subordinates' personal feelings, concerns, and problems than to task performance, accomplishments, and productivity. His relative neglect of their feelings and emotional states may eventually erode employee morale and retention. If hired, Michael should be encouraged to work on his human relations skills.
- As a manager, Michael is likely to be too non-directive and removed from the day-to-day activities and performance levels of his subordinates to maximize their contribution to the company. He may need to do much more in the way of structuring tasks, monitoring outcomes, and giving performance feedback to subordinates, especially when employees are new to their jobs or function best with managerial oversight.
- Michael could place greater emphasis on group unity, interdependence, and a shared sense of purpose with his fellow employees. He should be encouraged to be more actively team-minded.

INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.

- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

MANAGERIAL HUMAN RELATIONS

- As a manager, describe your approach for dealing with an employee who is having personal problems that are lowering his or her job performance.
- Tell me about how you use praise and recognition, as a manager, to motivate the people who report to you.
- Describe what you did the last time you successfully built up teamwork and morale among a group of employees.
- Describe a difficult feedback or coaching session that you have had with an employee who reported to you. What made it difficult? What happened?

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

The information contained in this report is Test Center's business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at info@test.center.