test center

by People Systems

Executive/ Senior Manager I Assessment Report

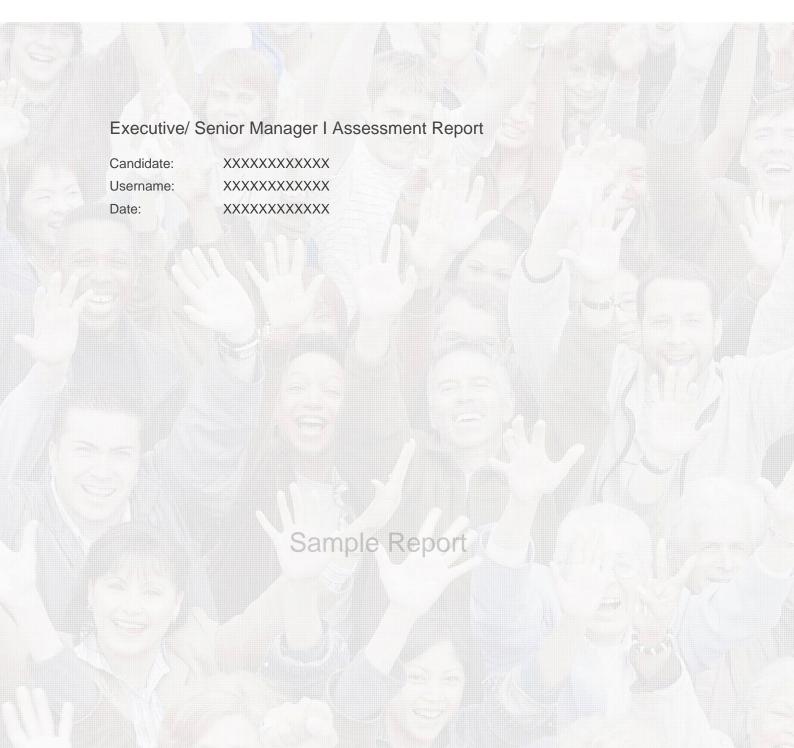Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

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 : ◆

	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Assertive Leadership			◆		
Competitiveness				◆	
Conscientiousness			◆		
Customer Service Orientation		◆			
Emotional Stability			◆		
Extrinsic Motivation					◆
Extroversion			◆		
Goal-Setting				◆	
Integrity			◆		
Managerial Human Relations			◆		
Openness			◆		
Optimism			◆		
Social Networking			◆		
Task Structuring				◆	
Teamwork			◆		
Visionary Leadership					◆
Work Drive			◆		

Overall Cognitive Aptitude — ◆ (high range)

Cognitive Aptitude Assessment

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

Abstract Reasoning	80-89%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	80-89%ile

Lindsey has a high level of general cognitive aptitude. She 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.

	Ms. Rhea's Responses
Responsibility at work…	is part of every single job in this company.
Working long hours every week…	should not become a habit or else we are not managing our jobs efficiently.
It's hard to do good work when…	there are a lot of unknowns.
When my suggestions at work are turned down I…	think up new ones.
Having to work on the weekend…	is occasionally necessary.
Overnight travel…	is occasionally necessary.
As a manager, my greatest satisfaction at work…	is making sure this company is profitable, well respected by our customers and constituents, and providing excellent working conditions and pay for employees.
Effective leadership…	is bring it all together to make a succesful company.
Mentoring employees who report to me…	is very gratifying and I try to make time for worthy young professionals from time to time.
When I have to make a decision quickly…	assess the information carefully, weigh my options, and then make a judgment.
Giving performance feedback…	is important on a regular ongoing basis so that people stay on course and dont have a chance to stray.
When I have to reprimand or discipline an employee…	I have an honest, forthright discussion where we consider the persons strengths and their weaknesses, then make a decision about where their efforts are best applied.
Besides supervising other people, a manager should…	keep an eye on the long term plan.
The average employee…	is capable of doing more with better training, clearer goals, and a motivating working environment.
An employee who brings personal problems to work…	needs to adjust his thinking to focus on the tasks at hand or go home on "sick leave."
The key to my success as a manager…	is making sure everyone understands our goals and performance standards.
The biggest challenge to a manager in dealing with today's workforce…	getting the right people in the door so that you have capable, skilled people to work with -- asnd they are hard to identify.
The best way to motivate people…	is help them see where they fit into the big picture of the comapnys mission.
The way I get people to work together is…	bring them together for a group planning session.
I get people to participate in team discussions by…	make sure each person understands their responsibiltiy for making good contributions.
Creating a strong team is not as important as…	making sure the company is profitable and the board is happy.

Content of my team meeting typically consists of…	asking each manager to review the status of his department, then we tlak about upcoming issues, and cross-departmental issues.
Team meetings are best used for…	sharing and brainstorming.
The kind of assignment I like best is…	one where I can make a big impact on the comapny as a whole.
I enjoy working with people who…	are dedicated smart, hard-working, asnd exceptionally creative.
I would turn down a job if…	there were no challenges.
The best way to get ahead in an organization…	show what you can do to achieve norworthy goals.
The most fulfilling job I had…	was president of a start-up company.
My greatest satisfaction in a job…	is seeing good numbers come in.
A boss deserves loyalty if…	he is the boss!!
What I want most from a job is…	great learning experiences, a great team, and a solid board of directors.
The best type of supervisor for me would be someone who...	An ideal manager for me would be one who is competent as a leader, respects employees, tries to build a strong team where everyone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together.
Working closely with other people…	is the most important aspect that underlies success in an executive role.
My career goal for five years from now…	CEO of this company.
To better myself I…	read and learn as much as I can, share ideas with colleagues, establish relationships with peers at other companies, read about innovations in our field.
Working with coworkers who do not know as much as I do…	is par for the course. We all know something different.
If I feel underutilized in my job…	its something I shoudl rectify soon.
To get ahead in most companies you have to…	show that you can meet your goals and objectives, and that you can make effective contributions in other areas of the company.
I sometimes felt my career advancement was limited by…	lack of openings at the top.
My ideal job would be…	CEO
What annoys most workers…	lack of undesrtanding about where they fit into the picture.
I would quit my job if…	I was no logner effective.
At work I feel tense when…	We are up against a tough deadline.
I don't like to work with people who…	dont care, and those who bring down the morale of others.
My work performance suffers when…	I am not focused enough.
I would really dislike a supervisor who…	who belitted or denigrated employees in public.

Personality Assessment

Strengths:

- She will usually be agreeable and congenial in her interactions with other people. Unless she is particularly upset about something at work, you can expect her to avoid arguments and contentious interactions.

- Lindsey has a non-aggressive leadership style. She makes requests and offers suggestions rather than making demands and issuing directives to the people who report to her.

- Lindsey can sometimes be motivated by opportunities to show that she is performing at a high level on this job, especially when compared to others who have this type of job. She is fairly competitive and often likes to measure her success against other company employees.

- She is moderately orderly and conscientious in the way she does her work. Lindsey also uses a fair amount of her own judgment in determining when and how she will carry out her job responsibilities and commitments.

- She is moderately well-adjusted and stable. Lindsey can handle most everyday forms of job hassles and stressors without losing her composure.

- Tangible rewards are much more appealing to Lindsey than other types of incentives . Salary increases, bonuses, and prizes are highly motivating for Lindsey.

- Lindsey is usually congenial and straightforward in her interactions with other people on the job. She views the maintenance of good communication as one of her managerial responsibilities. Yet, Lindsey can also readily concentrate on her own tasks and duties without spending too much time in extraneous conversations.

- Lindsey believes in the value of goal-setting to help her be more productive. She usually puts some time into thinking about how long and short term goals should guide her efforts on the job .

- She is unlikely to do things which others would consider improper, illegal, or dishonest, yet she is not so rigid that she could not handle unusual situations on a case-by-case basis. She is reasonably ethical in her work behavior.

- As manager, Lindsey is generally considerate of the feelings of subordinates and responsive to their concerns. She usually listens to employees when they express personal problems, although she will not get overly involved.

- She is in the average range of receptivity to innovation and change. Lindsey is fairly committed to the status quo. If sufficient motivation and rationale are provided to try new ideas and practices on the job , she will usually give them a try.

- Although fairly optimistic most of the time, Lindsey is not naïve or unrealistic. She tempers her positive outlook with an awareness of the potential for problems and difficulties . As a manager, Lindsey typically communicates realistic expectations to subordinates.

- As a manager, Lindsey is inclined toward organizing the work environment and structuring tasks for subordinates. She will be fairly closely involved in such functions as scheduling, goal-setting, performance monitoring, and providing feedback to subordinates.

- As a manager, Lindsey sometimes emphasizes independence and at other times stresses cooperative effort among the employees who report to her. She values both team player and individual contributor functions in achieving organizational goals.

- She is very concerned with organizational mission, vision, and strategy. Lindsey emphasizes planning, forecasting, and long-term objectives. As a leader, she is concerned with the big picture of her job and the business environment in which she operates.

- Lindsey's work drive is best described as average. She will usually work hard enough to meet the demands of her job. As a manager, Lindsey will expect similar levels of work effort from subordinates.

Developmental Concerns:

- In stressful situations, she can sometimes come across to others as disagreeable or difficult to get along with. Lindsey may need to make more of an effort to be courteous and pleasant in all of her interactions with others in the workplace.

- Lindsey could be more assertive and forceful in some situations. She could be more of a take-charge leader at times.

- Lindsey can sometimes use too much discretion in deciding how and when she will carry out job tasks, duties, and responsibilities. She could do her work in a more conscientious manner.

- Lindsey's customer service orientation is not high compared to most candidates for this job . If hired, her supervisor should encourage her to address customers' preferences and concerns more consistently . Lindsey could be more focused on trying to make customers highly satisfied.

- Lindsey may have difficulty keeping her emotions under control when subjected to high levels of job pressure and strain. She may become stressed out by factors that most employees in this job take in stride. People may view her as unduly anxious, moody, or irritable in some situations.

- Lindsey may continually expect greater earnings and rewards. If this job does not regularly meet her need for money, status and recognition, she may put less effort and dedication into her assignments .

- To ensure that people feel comfortable about sharing their ideas or asking questions of her , Lindsey may need to be more consistently outgoing and expressive. She could communicate more readily and effectively in some settings and go the extra mile to initiate good working relationships with key people in the company.

- Lindsey's integrity score is in the average range. This is not an unacceptable score, but if she is hired, her supervisor will want to reinforce the importance of company rules, policies, and guidelines as well as provide examples of how to handle ethically ambiguous situations. Lindsey needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.

- Lindsey could be more willing to innovate and learn new approaches to her work.   She could be more open to improving job-related knowledge, skills, and abilities for herself and her subordinates.

- As a manager, Lindsey could place greater emphasis on group unity, interdependence, and a shared sense of purpose among the employees who report to her. She may need to be more actively team-minded.

- Lindsey does not have a high work drive. She sometimes needs to step up her work intensity and invest more time and energy into her job, especially during highly demanding situations.

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?

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

- 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.

EXTRINSIC MOTIVATION

- Describe your earnings goals for the next five years.

- Tell me which what factors define success for you in a job.

- Describe how your feelings of self-worth are affected by how much money you make.

- Describe the kind of lifestyle you want to achieve.

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?

OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]

- Tell me about a time when you recommended or implemented a better way of doing things at work.

- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.

- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

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.

VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?

- Describe what you see as the key aspects of being a successful leader.

- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.