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Executive/ Senior Manager II Assessment Report

Candidate: XXXXXXXXXXXX
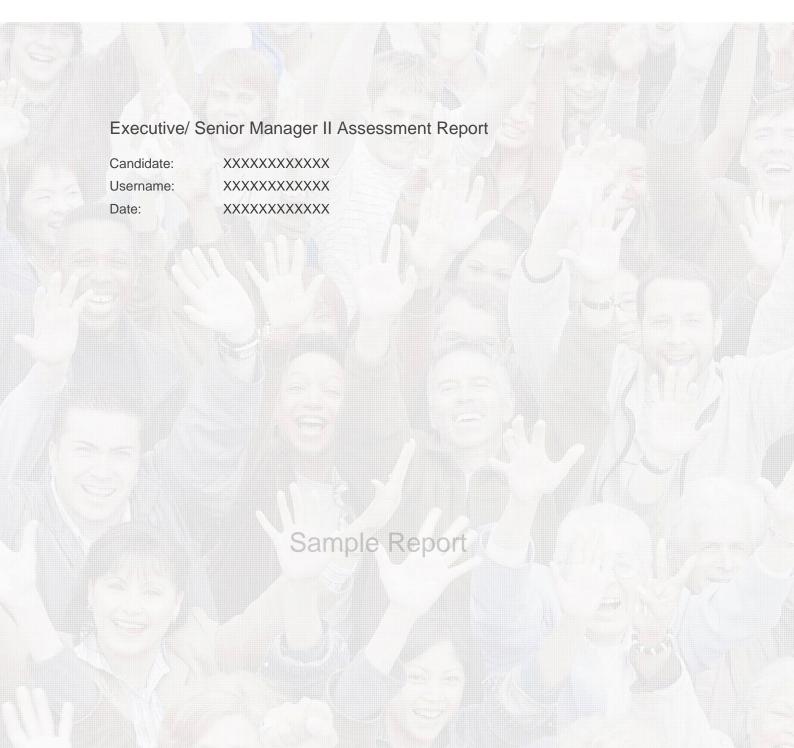Username: XXXXXXXXXXXX
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Sample Report

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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			◆		

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. Mathis's Responses
Responsibility at work…	should be shared by all.
Working long hours every week…	is part of being successful and being an achiever.
It's hard to do good work when…	you dont have the support of the board.
When my suggestions at work are turned down I…	always come up with new approaches.
Having to work on the weekend…	is part of the job.
Overnight travel…	is part of the job at times.
As a manager, my greatest satisfaction at work…	is seeing everyone work hard to achieve our goals so that the company is profitable.
Effective leadership…	is bringing everything together so that the organization is profitable, well respected in the community, rated highl.y by our customers, and is a great place to work for employees.
Mentoring employees who report to me…	is very rewarding. I typically try to find one or two young people for whom I can offer some personalized attention to help bring them along.
When I have to make a decision quickly…	get my facts arranged, do a quick analysis, consider both the long and short term options, then make the best decision possible at the time.
Giving performance feedback…	is soemthing that needs to happen continuously so each employee knows what they are supposed to be doing, how its supposed to be done, and how well we feel they are meeting their obligations.
When I have to reprimand or discipline an employee…	have a frank discussion with the employee and we jointly come up with a plan for redirection of efforts.
Besides supervising other people, a manager should…	make sure that his department is well integrated into the company as a whole and that its goals are consistent with the companys mission and vision.
The average employee…	can be trained and motivated to be a great employee.
An employee who brings personal problems to work…	needs to get focused on his job so that errors do not occur.
The key to my success as a manager…	is setting high standards and always pushing for better and better performance.
The biggest challenge to a manager in dealing with today's workforce…	finding people who will really be committed to your vision.
The best way to motivate people…	is help them understand the vision of the company and how they can fit into that mission and be successful themselves.

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The way I get people to work together is…	help them focus on a common goal and understand the rewards for achieving it and the consequences for not achieving it.
I get people to participate in team discussions by…	ask for their input. They understand that they are evaluated on the quality of their contributions.
Creating a strong team is not as important as…	making sure that the company as a whole is profitable and viable for years to come.
Content of my team meeting typically consists of…	reviewing current agenda with each manager reporing on his area, discussing upcoming challenges.
Team meetings are best used for…	sharing information and brainstorming.
The kind of assignment I like best is…	one that requires the input and involvement of people throughout the organization.
I enjoy working with people who…	are enthusiastic, eager, dedicated, intelligent, and can apply their knowledge.
I would turn down a job if…	there was no challenge and no growth opportunity.
The best way to get ahead in an organization…	is prove you cna produce results no matter what you are asked to do.
The most fulfilling job I had…	was helping a small company get started and reach their first year income goals.
My greatest satisfaction in a job…	is seeing us meet our numbers and watching sales increase every year.
A boss deserves loyalty if…	he is competent in his role. No matter what,people should show respect for their boss just because he holds that position.
What I want most from a job is…	growth opportunity and a great team to work with.
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 critical to achiving our mission. Everyone has to pull together.
My career goal for five years from now…	is to be an effective CEO.
To better myself I…	do a lot of reading and self-reflection, talking with colleagues, being open to innovations that have been implemented in other companies.
Working with coworkers who do not know as much as I do…	we all have out areas of expertise. Just because someone doesnt know what i know, I probably dont know what they know.
If I feel underutilized in my job…	I have myself to blame.
To get ahead in most companies you have to…	do your best and always be on the lookout for innovations and ways to improve.
I sometimes felt my career advancement was limited by…	lack of openings within that particular company.
My ideal job would be…	CEO of this company.
What annoys most workers…	lack of respect and poor communication from upper management to other parts of the company.

I would quit my job if…	I could no longer be effective in my role.
At work I feel tense when…	We are up against a tough deadline.
I don't like to work with people who…	lack competence or enthusiasm for the job.
My work performance suffers when…	I have not focused my efforts on the most important responsibilities.
I would really dislike a supervisor who…	was not in touch with his workers.

Personality Assessment

Strengths:

- Elizabeth is moderately dominant and disposed toward a leadership role. She is a fairly assertive leader and can usually bring influence to bear on subordinates in a direct manner.

- Elizabeth likes to know that she is doing as well as or a little better than others with this type of job. She is moderately competitive about relative results and performance. Elizabeth is usually motivated by feedback that compares her performance with that of her peers.

- Elizabeth is generally conscientious in the way she performs her job. Elizabeth also uses a fair amount of personal discretion and judgment in deciding how she will meet her obligations and duties.

- She usually presents herself as stable and in control of her emotions. Elizabeth can handle most normal forms of job stress without lowering her job effectiveness.

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

- Elizabeth is a reasonably sociable person who gets to know people on the job, yet she won't become overly-involved with talking with them. Elizabeth is concerned with sharing important information with subordinates and other employees in other areas of the organization, but she can also readily concentrate on immediate tasks and assignments.

- She tries to enhance her effectiveness and productivity through use of goal setting and prioritizing her work efforts. She puts some time into thinking about long term goals and how that impacts her short term efforts.

- Elizabeth probably adheres to most company rules and policies, and only makes exceptions when circumstances seem to warrant it. She typically operates within organizational guidelines.

- She is in the average range of receptivity to innovation and change. Elizabeth 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.

- She is not one to judge others in advance of observing their behavior and performance. Elizabeth takes people at their word until facts persuade her otherwise. As a manager, she probably sets performance goals expectations that subordinates find reasonably challenging, but not unrealistic.

- Creating a broad social network as a way of furthering the goals of her job and her company is something that Elizabeth appreciates. She will probably use some of her time on the job to establish relationships with various people outside your company.

- Elizabeth is concerned with setting up a sound organizational structure where subordinates know what is expected of them and how well they are performing. She usually clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback when needed.

- As a manager, Elizabeth 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.

- As a leader, Elizabeth tries to create a vision for organizational functioning and success. She can focus on long-term objectives, possibilities, and contingencies. Elizabeth attempts to translate organizational intentions into realities.

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

Developmental Concerns:

- She can sometimes be disagreeable and unpleasant in her interactions with coworkers and customers. Elizabeth could try to get along more harmoniously with other people.

- Elizabeth sometimes acts in ways that others see as undependable or of unacceptable quality. She may need to reduce the gap between her job performance and what is expected by her boss or employer.

- She should place substantially more emphasis on customer service in her work. Elizabeth needs to be more sensitive and responsive to customer requests, concerns, and desires. She needs to make their satisfaction a much higher priority if she is hired for this job.

- She may have some difficulty handling high-pressure work situations. Elizabeth may find it hard to handle a lot of job stress, particularly on a prolonged basis.

- Because she is so focused on making money and the status and prestige of her job, Elizabeth may take only minor satisfaction from the more intrinsic rewards of the position. Unless your company offers frequent pay increases or bonuses, she may become disenchanted and lose motivation to perform well or remain in the job.

- In order to build good relationships with employees and other key people throughout the company, Elizabeth could be somewhat more sociable, gregarious, and outgoing. She may need to communicate more frequently and make more effort to avail herself of input from others.

- Elizabeth scored at an average level on our measure of integrity. If she is hired, it is advisable to provide her with training that addresses ethical guidelines, examples of ambiguous situations, and the consequences for violation of company rules and policies.

- As a manager, the attitudes, feelings, and concerns of the people who report to Elizabeth are not of high importance to her. This could negatively impact employee job satisfaction, involvement, and commitment and could lead to turnover. If hired, Elizabeth could probably benefit from mentoring, coaching, and training aimed at making her more empathetic, considerate, and responsive to the feelings of the people who report to her.

- Elizabeth could be more willing to experiment with new ideas and procedures on her job. Some employees may perceive her as being unwilling to listen to ideas for change. She could be more interested in professional development and continued learning, both for herself and the people who report to her.

- As a manager, Elizabeth could do more to encourage the people who report to her to work together cooperatively and supportively of each other. Teamwork and interdependence could be higher priorities for her.

- Elizabeth may need to rev up her work drive, at times, if she is to really succeed in this job. This may necessitate going above and beyond normal effort levels to meet pressing or irregular job demands .

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

- 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?

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?

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.

TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.

- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.

- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.

- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

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.