test center

by People Systems

Managerial Personal Style II Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX
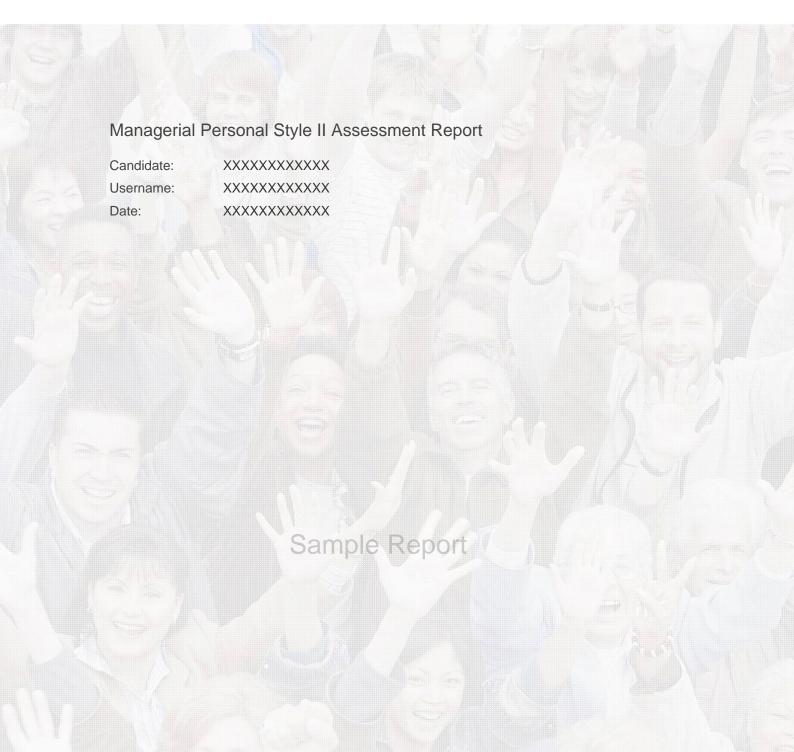
The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high 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			◆		
Conscientiousness			◆		
Dependability			◆		
Emotional Stability			◆		
Extrinsic Motivation					◆
Extroversion			◆		
Impression Management					◆
Integrity			◆		
Managerial Human Relations	◆				
Openness		◆			
Optimism			◆		
Orderliness			◆		
Self-Confidence				◆	
Task Structuring		◆			
Teamwork			◆		
Visionary Leadership					◆
Work Drive			◆		

Overall Cognitive Aptitude — ◆ (indicated in the upper range of the scale)

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Shirley'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	70-79%ile
Verbal Reasoning	80-89%ile

Shirley 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 <u>percentile rankings</u> -- 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 <u>lower the Overall Cognitive Aptitude score</u>, 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 <u>higher the Overall Cognitive Aptitude score</u>, 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. Vanrossen's Responses
Responsibility at work…	is everybodys job.
Working long hours every week…	should not become the norm or our jobs are not structured properly.
It's hard to do good work when…	you had to miss a meeting where important topics were discussed.
When my suggestions at work are turned down I…	usually learn how the choice that was made was a better suggestion than mine.
Having to work on the weekend…	is not uncommon at least once in a while to catch up on lingering tasks.
Overnight travel…	is occasionally necessary when we visit vendors, customers, and attend trade conferences.
As a manager, my greatest satisfaction at work…	is seeing all of OUR hard work pay off with high levels of productivity and qualtiy.
Effective leadership…	is creating a dynamic synergy of people and other resources to achieve our objectives in a cost effectiuve manner.
Mentoring employees who report to me…	is fun and interesting because while the younger person is learning from me, I usually learn something from them.
When I have to make a decision quickly…	I make a quick review of the information at hand, get input from respected colleagues if possible, then make the best choice I can at the time.
Giving performance feedback…	should be done on a frequent, informal basis, but it usually occurs on an infrequent, formal basis.
When I have to reprimand or discipline an employee…	I make sure I have my facts straight, check with HR to make sure what my options are, have a meeting with the employee to address the situation, and then make a decision at the end of the meeting about what we are going to do.
Besides supervising other people, a manager should…	liaise with other parts of the organization, and do some strategic planning
The average employee…	is capable and hard-working but they need training and motivating to do their best.
An employee who brings personal problems to work…	probably needs to share that with someone, maybe a referral to EAP, but he/she also needs to understand that we expect his/her work to get done.
The key to my success as a manager…	is setting clear objectives and holding people accountable.
The biggest challenge to a manager in dealing with today's workforce…	finding the right talent to bring into the organization.

The best way to motivate people…	is make sure they understand what is expected of them, give them the tools, and provide rewards for good performance.
The way I get people to work together is…	have regular meetings where we talk about coordination issues and team "rules."
I get people to participate in team discussions by…	I never have any problem getting people to participate. The challenge is fitting their input into the time available.
Creating a strong team is not as important as…	have goals and performance standards.
Content of my team meeting typically consists of…	sharing metrics of how we are doing at the present time with a focus on challenges for improved performance, with group discussion on ways to improve.
Team meetings are best used for…	sharing information and coming up with new ideas.
The kind of assignment I like best is…	one where we have a good team of people to work with.
I enjoy working with people who…	are hard-working, ethical, smart, and focused on their tasks.
I would turn down a job if…	I could not be effective in that role or one where the company was not committed to improvement.
The best way to get ahead in an organization…	is be an excellent performer and show an interest in other areas of the company.
The most fulfilling job I had…	was Regional Service Manager at XYY company where our department was able to improve customer satisfaction measures by 76% in one year, response time by 22%, and reduce rework by 47%.
My greatest satisfaction in a job…	is seeing our team perform well and have fun doing it.
A boss deserves loyalty if…	he or she is loyal to the employee and is fair.
What I want most from a job is…	challenging responsibilities, positive organizational climate.
The best type of supervisor for me would be someone who...	One who respects my knowledge and experience yet is available when I need him or her.
Working closely with other people…	is crucial for achieving our goals.
My career goal for five years from now…	is to be the best service manager I can be.
To better myself I…	try to learn something new everyday and try to keep up with what is going on in our industry.
Working with coworkers who do not know as much as I do…	gives me a chance to provide training so that they can gain new skills and knowledge.
If I feel underutilized in my job…	that is never a problem, but if it were I would go to my manager to rectify the situation.
To get ahead in most companies you have to…	be effective in your current job, get known throughout the company, be knowledgable about how other parts of the company work, and show an interest in career growth.
I sometimes felt my career advancement was limited by…	working at a small company that had no career opportunities.
My ideal job would be…	Regional Customer Service Manager.
What annoys most workers…	disrespect and lack of interest in their ideas.
I would quit my job if…	I felt my efforts were not appreciated.

At work I feel tense when…	there are major technical issues that make our customers unhappy and no solution in sight.
I don't like to work with people who…	are rude to others and dont care about their job performance or the welfare of their employer.
My work performance suffers when…	I am tired.
I would really dislike a supervisor who…	was insensitive to employees or who did not care about employees suggestions.

Personality Assessment

Strengths:

- Shirley is moderately assertive, but not aggressive, in her managerial style. She makes requests of subordinates and provides direction to them in a straightforward manner.

- She is often conscientious and dependable in her job performance. Yet, Shirley can also adjust to changing circumstances and be flexible in how and when she carries out tasks and assignments.

- She is usually a person who keeps her word and does what she says she will do when she says she will do it. Shirley is typically dependable and reliable in her work, but she also shows some discretion in how quickly, fully, and consistently she honors her commitments to customers and responsibilities to her employer.

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

- Shirley wants a job that provides extrinsic rewards. For her, making money and consistently increasing her income are key factors of a desirable job. Not only does Shirley work especially hard for salary increases and year-end bonuses, she is highly motivated by goals with tangible rewards that increase her status in the company.

- Shirley is a reasonably sociable person who gets to know people on the job, yet she won't become overly-involved with talking with them. Shirley 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 is very inclined to adjust the way she presents herself to fit the situation she is in. Shirley tries to say and do things that she thinks others want to hear so that they will receive her favorably. She tries to project a positive image on the job.

- Shirley scores in the average range on integrity. She is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.

- She prefers to set up a standard way of doing things and develop a routine that leads to predictable outcomes. Shirley supports established organizational conventions and protocol. She is most comfortable with standardized job tasks that she has often done in the past.

- She is generally optimistic about most future possibilities and contingencies. However, Shirley is also somewhat wary about what can go wrong. Employees probably feel that she sets fairly reasonable goals that are motivating, yet not too difficult.

- She is reasonably organized and systematic in her work. Shirley is also flexible and adaptable, adjusting her style to changing job circumstances.

- Shirley is fairly secure with herself and her performance capabilities. She will usually make decisions promptly without wavering between alternative courses of action.

- As a manager, Shirley typically trusts her subordinates to work independently with a fair amount of freedom. She does not micromanage.

- She works comfortably in situations requiring independence as well as in situations where she must work cooperatively with others. Shirley will try to promote group cohesion while also relating to employees one-on-one.

- As a leader, Shirley likes to plan ahead for organizational outcomes and ways to achieve them. She is very concerned with envisioning future possibilities and formulating ways for the organization to move toward and actualize those possibilities. Shirley interprets facts and data to develop company strategies.

- Her work drive is in the average range. Though not a workaholic, Shirley usually invests sufficient effort into her job to meet its demands. As a manager, Shirley will have reasonable expectations about the effort levels of subordinates.

Developmental Concerns:

- She can sometimes be disagreeable and difficult to get along with. Shirley may be too argumentative or oppositional in some group settings or interpersonal interactions.

- She could be more assertive and persuasive at times. As a manager, Shirley could be more willing to use her influence and authority to direct the work of subordinates, particularly those who create conflict with other employees or who try to undermine her leadership. When participating in meetings with upper level management, she will probably need to work on being willing to present and defend her good ideas more effectively.

- Shirley may not be as consistently conscientious and dependable as others who hold this job. She may need to perform job tasks, duties, and assignments in a more reliable manner that others can consistently count on.

- Shirley could be somewhat more dependable and conscientious in her work habits. She could be more consistent in her follow through and fulfillment of sales commitments and responsibilities.

- She may lose her composure when confronted with heavy work pressure, perhaps reacting with excessive anxiety, irritability, or moodiness. Shirley may need to find ways to buffer such stress and increase her emotional resilience.

- Shirley may continually expect greater earnings. If this job does not regularly meet her need for money and extrinsic motivation, she may put less effort and dedication into her assignments or be inclined to look for a new job.

- As a manager, Shirley could probably strengthen her communication effectiveness by sharing information more frequently with subordinates and by making herself receptive to inputs from them. She could, at times, be more outgoing and warmhearted in her job-based interactions.

- She can sometimes be too concerned with her public image and how she comes across to other people. Shirley could try to present herself in a more sincere, genuine manner when interacting with coworkers.

- Shirley'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. Shirley needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.

- As a manager, Shirley shows little concern for the personal feelings, concerns, and sensitivities of the people who report to her. This can lead to negative consequences for group morale, productivity, and retention. To establish more harmonious and productive working relationships, Shirley could show more interest in the personal sentiments of employees and be more responsive to their needs.

- She needs to guard against relying too much on what she already knows and is familiar with. Shirley could be more receptive to opportunities for change, improvement, and development. As a manager, she could do more to engage her subordinates in new learning and professional development. Shirley could also be more inclined to promote continuous improvement processes within her work group.

- Shirley may sometimes not be engaged enough in managing the ongoing activities and work accomplishments of her subordinates. She could be more involved in such functions as goal setting, clarifying expectations, monitoring performance levels, and giving corrective feedback as needed.

- As a manager, Shirley may need to place more emphasis on teamwork and interdependence among her subordinates. She could do more to get them to work together cooperatively to attain shared goals.

- As a leader, Shirley's enthusiasm for future possibilities may sometimes prevent her from noticing and attending to immediate organizational problems and priorities.   In keeping the big picture in mind, Shirley may neglect important details, constraints, and limitations

- Shirley 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 . If Shirley is unwilling to work hard enough to fulfill work requirements, this could also make subordinates unwilling to do so.

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?]

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.

MONEY 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.

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]

- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.

- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]

- Describe the most significant thing you have done to help yourself become better organized on your job.

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.