

test center

by People Systems

Marketing 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	◆				
Dependability				◆	
Emotional Stability/Resilience			◆		
Extrinsic Motivation	◆				
Extroversion				◆	
Impression Management	◆				
Integrity				◆	
Managerial Human Relations					◆
Openness to Change			◆		
Optimism / Enthusiasm				◆	
Self-Confidence		◆			
Task Structure			◆		
Teamwork Orientation				◆	
Visionary Leadership			◆		
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 Jane's overall level of general intellectual aptitude to be in the **Top 5 percentile** range. Her individual aptitude levels are:

Abstract Reasoning Top 5%ile

Numeric Reasoning Top 5%ile

Verbal Reasoning Top 5%ile

Jane has a superior level of general cognitive aptitude. She should learn new information very quickly, solve the most complex problems efficiently, and be able to handle an exceptionally 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. Smith's Responses
<i>Responsibility at work...</i>	should be taken very seriously by every member of this company.
<i>Working long hours every week...</i>	is par for the course if you want to get ahead and make a good living.
<i>It's hard to do good work when...</i>	you don't have the information you need to make good decisions.
<i>When my suggestions at work are turned down I...</i>	evaluate why my idea was not chosen and then think about how my idea can win out next time.
<i>Having to work on the weekend...</i>	is not uncommon to reach your monthly goals.
<i>Overnight travel...</i>	is not really anything I want to do on a regular basis.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing our people work together to achieve challenging goals and take pride in their accomplishments.
<i>Effective leadership...</i>	is bringing all the resources together to achieve the results the company need to be productive.
<i>Mentoring employees who report to me...</i>	is something I try to make time for because it helps grow the talent in our department.
<i>When I have to make a decision quickly...</i>	I evaluate the information at hand, seek others opinions if there is time, then make the best decision I can.
<i>Giving performance feedback...</i>	should be done on an on-going daily basis so that employees always have a sense of their strengths and areas they need to be working on.
<i>When I have to reprimand or discipline an employee...</i>	I try to take a tactful but firm approach to address the issue and seek a resolution that works for both the employees and for the company.
<i>Besides supervising other people, a manager should...</i>	doing strategic planning and liaison with other divisions/levels in the company and with our divisions.
<i>The average employee...</i>	is capable and wants to do a good job, so it is up to the management to make sure they have the right goals in mind and are properly trained and motivated.
<i>An employee who brings personal problems to work...</i>	will not be as productive as if they were not worrying about personal problems.
<i>The key to my success as a manager...</i>	is knowing my employees, motivating each one a little differently, and doing what it takes to bring in the numbers.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is finding people who will stay on the job long enough for you to realize your investment of training and mentoring.
<i>The best way to motivate people...</i>	is showing them the right direction, giving them the right tools, and then providing attractive incentives.

<i>The way I get people to work together is...</i>	focus on common goals and the need for cooperation rather than competition. We also reward the team rather than just individuals.
<i>I get people to participate in team discussions by...</i>	open up topics for discussion.
<i>Creating a strong team is not as important as...</i>	making sure each person is well incented.
<i>Content of my team meeting typically consists of...</i>	focus on goals, sales figures, customer problems, general departmental issues.
<i>Team meetings are best used for...</i>	sharing information back and forth.
<i>The kind of assignment I like best is...</i>	leading a team toward challenging goals.
<i>I enjoy working with people who...</i>	hard working, eager, energetic, and company oriented.
<i>I would turn down a job if...</i>	I felt there was no challenge.
<i>The best way to get ahead in an organization...</i>	is demonstrate your competence and your interest and capacity to move into other areas.
<i>The most fulfilling job I had...</i>	was Marketing Manager at ABC Corporation.
<i>My greatest satisfaction in a job...</i>	is seeing our efforts come together to produce solid profits for the company.
<i>A boss deserves loyalty if...</i>	he or she has the title.
<i>What I want most from a job is...</i>	a sense of accomplishment, recognition to produce solid profits for the company.
<i>The best type of supervisor for me would be someone who...</i>	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.
<i>Working closely with other people...</i>	makes fun work.
<i>My career goal for five years from now...</i>	in 10 years is to be V.P. of Marketing.
<i>To better myself I...</i>	constantly push myself to be more effective, learn from others, and get involved with other projects in the company.
<i>Working with coworkers who do not know as much as I do...</i>	gives me the opportunity to do training.
<i>If I feel underutilized in my job...</i>	I talk to my manager about what else I could be doing with my time to be a worthwhile employee.
<i>To get ahead in most companies you have to...</i>	demonstrate competence in your own job and show that you are knowledgeable about other areas of the company.
<i>I sometimes felt my career advancement was limited by...</i>	can't think of anything-other than people who are in the positions I might want and they aren't going anywhere.
<i>My ideal job would be...</i>	Marketing Manager at XYZ Corporation.
<i>What annoys most workers...</i>	disrespects and lack of rewards for excellent work.
<i>I would quit my job if...</i>	I was asked to do something illegal or unethical.
<i>At work I feel tense when...</i>	we are approaching a very tight deadline.
<i>I don't like to work with people who...</i>	are rude to customers and have a bad attitude about the company.
<i>My work performance suffers when...</i>	I have too much work to do it all well.
<i>I would really dislike a supervisor who...</i>	was overly critical and mean to employees.

Personality Assessment

Strengths:

- She prefers to get along smoothly with other people and to have harmonious working relations. Jane is usually amiable and good-natured in her interactions with coworkers and other people.
- Jane is moderately influential, but not pushy or bossy, in her leadership style. She makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- Jane should be reasonably conscientious and reliable on the job. She is typically responsible and trustworthy in the way she performs her job and discharges her duties to customers and her employer.
- She is usually stable and in control of her emotions. Jane can handle most normal forms of job stress without lowering her job effectiveness.
- Highly motivated by intrinsic factors, Jane wants to do work that is challenging, interesting, and varied. Money is not the primary motivator for Jane; rather, the nature of the work itself and her relationships with the people she works with are what energize and fuel her.
- Jane is usually sociable, expressive, and congenial in her interactions with other people on the job. She should be a capable communicator on the job.
- Jane presents herself in an accurate, consistent manner. She does not try to put on a false front or manipulate the image she presents to other people. Others who work with Jane are likely to perceive her as highly sincere and genuine.
- Jane scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.
- As a manager, Jane is very concerned with maintaining positive attitudes and high morale among the employees who report to her. Their feelings are important to her. She will move quickly to dispel their fears, worries, grievances, and tensions, if possible. Jane is likely to enjoy employee coaching and mentoring.
- Jane's openness to change is in the average range. She is not closed to new ideas and procedures in the workplace; but she needs an explanation and rationale for making a change from standard operating procedures. Jane will probably require some solid evidence to induce her to try new job procedures and techniques.
- Jane is hopeful and optimistic most of the time. She tends to look for the best in other people and usually emphasizes their good qualities.
- As a manager, Jane creates some structure for subordinates while still giving them a fair amount of autonomy and leeway. She provides managerial oversight, but not in a way that is confining or restrictive.
- Jane is a fairly team-minded person. She is usually willing to work with others in a cooperative, mutually supportive manner.

- With an above-average work drive, Jane works fairly energetically and persistently to fulfill job responsibilities. She is usually willing to extend himself, when necessary, to meet heavy or irregular job demands.

Developmental Concerns:

- Jane could be more strong-willed and forceful in some situations, especially with subordinates who defy or undermine her authority. She may need to direct the work of subordinates more assertively at times.
- She does not like to compete against other people. To be motivated, Jane will need incentives that do not involve contests, challenges, and comparisons with peers.
- High levels of job stress and chronic pressure may undermine Jane's emotional stability and job performance. She may need to develop more effective coping skills for such situations.
- If Jane is hired, it will be important to keep her challenged and feeling intrinsically motivated. Otherwise, should she master this job, it may no longer provide her sufficient variety and meaning.
- Jane could improve her interpersonal effectiveness by adjusting her approach to fit her audience and situation. She could gear her presentations and statements more toward the person she is trying to influence.
- Jane could be more open to organizational change and innovation as well as job-related training and development. She could be more inclined to acquire new learning and develop new skills and abilities.
- Her self-confidence is below-average. Jane may occasionally stew and brood about things too much. She may sometimes get hung up on self-doubts and not be as decisive or as efficient as she needs to be on her job.
- Jane could do more, at times, in terms of organizing duties, responsibilities, and assignments. She could be more regularly involved in such functions as goal-setting, monitoring performance, and providing feedback to subordinates.

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?

COMPETITIVENESS

- Describe a situation where you had to compete with other employees to reach a goal. What was the situation and how much did you enjoy it? How did it turn out?
- What types of competitive experiences have you had at work? To what degree were you successful in competing against your peers... or competing to reach a company goal? Tell me about one of those situations.
- To what degree do you prefer a job that involves competition, e.g. competing between employees to see who can produce the highest volume or achieve the lowest defects, etc.

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.

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.

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs, resources, and interest levels of the people you are interacting with.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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