

# test center

by People Systems

## Purchasing Manager Assessment Report

Candidate: XXXXXXXXXXXX  
Username: XXXXXXXXXXXX  
Date: XXXXXXXXXXXX

Sample Report



## Cognitive Aptitude Assessment

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

Abstract Reasoning Top 5%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 70-79%ile

Phillip 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. Evans's Responses
<i>Responsibility at work...</i>	is something we all have in my department.
<i>Working long hours every week...</i>	means that something is wrong with how work is organized or assigned.
<i>It's hard to do good work when...</i>	you don't have sufficient tools or manpower.
<i>When my suggestions at work are turned down I...</i>	think of new ones when appropriate.
<i>Having to work on the weekend...</i>	should be a rare occurrence.
<i>Overnight travel...</i>	is going to be part of this job when I have to visit with vendors.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing us be able to meet our objectives in a timely manner.
<i>Effective leadership...</i>	is meeting our goals and budgetary objectives.
<i>Mentoring employees who report to me...</i>	is fun and exciting when I see them grow professionally.
<i>When I have to make a decision quickly...</i>	I can do so.
<i>Giving performance feedback...</i>	is important to keep employees working at their best.
<i>When I have to reprimand or discipline an employee...</i>	I do so in private and I try to be humane about it.
<i>Besides supervising other people, a manager should...</i>	manage his own time well.
<i>The average employee...</i>	is hard working and dedicated to the company if you treat him or her well.
<i>An employee who brings personal problems to work...</i>	needs a sympathetic ear but he also needs to understand that we have a job to do.
<i>The key to my success as a manager...</i>	is bringing in the numbers.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	dealing with people who don't really want to work.
<i>The best way to motivate people...</i>	is to give them good working conditions, decent pay, and help them feel good about their contributions.
<i>The way I get people to work together is...</i>	is to bring them together as a team to focus on what we all need to do to accomplish our objectives.
<i>I get people to participate in team discussions by...</i>	giving them time to say something during the meeting.
<i>Creating a strong team is not as important as...</i>	making sure that the department is profitable.
<i>Content of my team meeting typically consists of...</i>	reviewing our current obligations, future obligations, and then talking about any housekeeping issues.
<i>Team meetings are best used for...</i>	focusing on goals that apply to everyone and working out the kinks between different people's jobs.
<i>The kind of assignment I like best is...</i>	a challenging one that required me to learn something new.

<i>I enjoy working with people who...</i>	are hard-working, diligent, conscientious, honest, and dedicated to the company.
<i>I would turn down a job if...</i>	if I felt I could not fulfill the job requirements.
<i>The best way to get ahead in an organization...</i>	is to work hard, accomplish the objectives of your job, and show that you are capable of more.
<i>The most fulfilling job I had...</i>	was working as a purchasing supervisor.
<i>My greatest satisfaction in a job...</i>	is knowing that I did my best and that our team was very successful in what we were aiming for.
<i>A boss deserves loyalty if...</i>	he is loyal to you. But also, people need to respect their boss and try to get along with him unless you have a very serious problem working together.
<i>What I want most from a job is...</i>	job security, praise, and a chance to demonstrate what I can do for the company in a managerial job.
<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>	is important to being really efficient and effective.
<i>My career goal for five years from now...</i>	is to be the best Purchasing Manager I can possibly be.
<i>To better myself I...</i>	learn from my job experiences everyday I learn from people I admire and I try to read up on what is new in the purchasing profession.
<i>Working with coworkers who do not know as much as I do...</i>	is fine because it gives me a chance to share what I know, and they can share what they know with me.
<i>If I feel underutilized in my job...</i>	I got o my boss and ask for more duties.
<i>To get ahead in most companies you have to...</i>	do your very best and try to fit your efforts to the needs of the company.
<i>I sometimes felt my career advancement was limited by...</i>	factors out of my control..
<i>My ideal job would be...</i>	Purchasing Manager
<i>What annoys most workers...</i>	lack fo communication and lack of candor on the part of management.
<i>I would quit my job if...</i>	I could not longer be effective in my job, or if I was asked to do something unethical or illegal.
<i>At work I feel tense when...</i>	people are not getting along in the department.
<i>I don't like to work with people who...</i>	are dishonest and who do not care about the company they work for.
<i>My work performance suffers when...</i>	I dont have enough relevant information to fully understand the goals.
<i>I would really dislike a supervisor who...</i>	was out of touch with his employees.

## Personality Assessment

### Strengths:

- He is agreeable and easygoing. Phillip strives to maintain pleasant, harmonious working relationships, and avoids disagreement or discord.
- Phillip is moderately influential, but not pushy or bossy, in his leadership style. He makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- When a new policy is announced in the company, Phillip usually accepts it as the right thing to do for everyone concerned. With few exceptions, he is prepared to accept the company mission as his own and to believe his efforts on the job are valued. He will try to counter negative attitudes among others in the workforce.
- Phillip is very motivated to excel at this job and to outperform his peers. He is quite goal-oriented, competitive, and motivated by feedback that compares his level of results to that of other employees.
- Phillip tends to be moderately conscientious, reliable, and dependable on the job. Yet, he can also act on his own judgment and go against the grain when he feels it useful to do so. Phillip will decide when and how he meets his responsibilities and fulfills his work commitments.
- Thoroughness and careful attention to detail are both characteristics of Phillip's work habits. Customers of Phillip's work will be pleased that results are accurate and complete.
- He is resilient in the face of job stress and strain. Phillip can handle most demanding conditions and work pressure without becoming unduly frustrated or frazzled.
- He is attuned to what is the right thing to say and do in social situations. Very observant and shrewd, he tries to evaluate the consequences of his decisions before committing himself to a course of action.
- Phillip registers as having a sound level of integrity and honesty. He is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- As a manager, Phillip usually shows respect for the feelings of subordinates and sensitivity to their concerns and problems. He tries to make subordinates feel valued and appreciated. Phillip is likely to use praise and recognition to motivate them.
- Phillip is receptive to new ways of doing things on his job, and will likely create a work environment where employees offer suggestions for improvement. Phillip will be motivated by most opportunities for job training and professional development, both for himself and the people who report to him.
- Phillip is often optimistic in his outlook. He usually expects good things from his job and the situations he encounters at work. Phillip will seldom become demoralized by setbacks and will keep a positive attitude in the face of problems. This can sometimes have the effect of stimulating subordinates to work harder to meet challenging goals.
- As a manager, Phillip gives his employees a fair amount of leeway and discretion in how they perform their work. He usually prefers to empower them on their jobs rather than closely monitor and direct their day-to-day activities.

- He usually prefers to perform his work in a self-sufficient, independent manner. Phillip should be comfortable with solo work where he does not have to coordinate closely with other people. As a manager, Phillip will relate to employees most comfortably in one-on-one settings, focusing on individual responsibilities and accomplishments.
- He will be sensitive to both task and interpersonal consequences of his actions and decisions. Phillip will take both the objective parameters and the feelings of other people into account when formulating a course of action.
- With an above-average work drive, Phillip works energetically and persistently to fulfill job responsibilities. He is usually willing to extend himself, when necessary, to meet heavy or irregular job demands, including working long hours or a difficult schedule. As a manager, Phillip will set a fairly good example for employees of working hard.

**Developmental Concerns:**

- Phillip could be more persuasive and influential in his leadership style. He could be more willing to take charge of problem situations and impose his will on other people. Phillip may not be a strong advocate for his work group or department in meetings with upper management.
- By becoming too focused on his individual competitiveness, Phillip may overlook the need to realize group goals and team-based accomplishments. Also, he may neglect areas of his job that are hard to measure and document, such as coaching, mentoring, and developing employees.
- Phillip could enhance his dependability somewhat. He could be more reliable in doing what he says he will do and honoring his job commitments and promises.
- Phillip can sometimes give unduly positive presentations about himself, his work, and his intentions. He could be more straightforward and realistic in his job-based interactions.
- Phillip may need to manage more closely at times. He could do more to initiate structure for his subordinates, including such functions as monitoring tasks, setting specific criteria for performance, giving feedback, and making suggestions for improvement.
- Phillip is not very teamwork-oriented. He may place too much emphasis on the individual contributions of subordinates to the detriment of group cohesion and accomplishment. It is unlikely that Phillip will coordinate much with other managers.
- Phillip may sometimes have trouble keeping his own feelings out of his interpretations, analyses, and conclusions. He may be over-influenced by what he perceives will be the feelings and reactions of other people when making decisions. It may be difficult for Phillip to do things which he thinks others might dislike or not approve of.

## 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?

## 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.

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