test center

by People Systems

Retail Store Manager Assessment Report

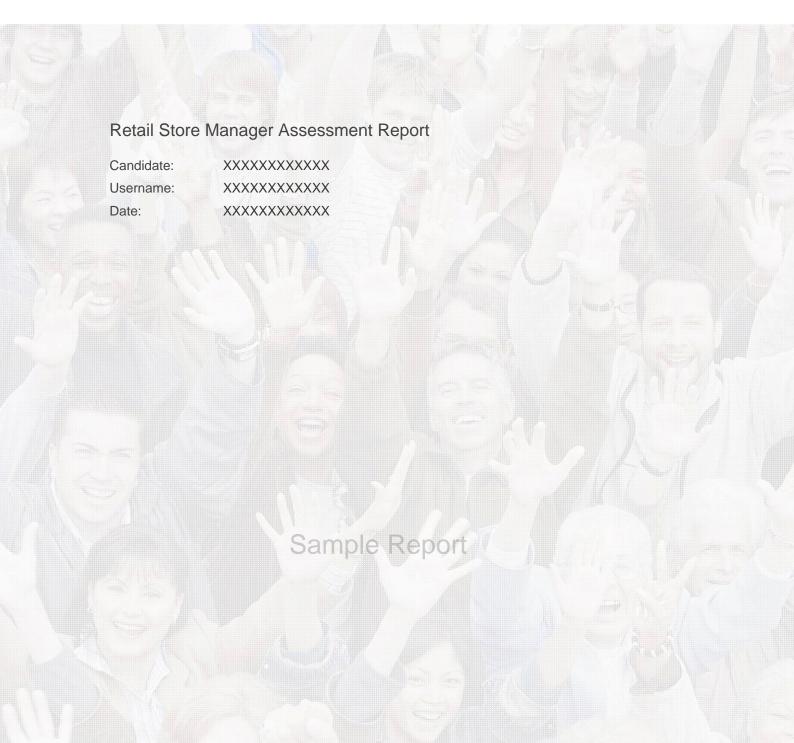|	
Candidate:	XXXXXXXXXXXX
Username:	XXXXXXXXXXXX
Date:	XXXXXXXXXXXX

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					◆
Company Loyalty					◆
Competitiveness				◆	
Conscientiousness					◆
Customer Service				◆	
Emotional Stability				◆	
Extrinsic Motivation	◆				
Extroversion				◆	
Goal-Setting					◆
Impression Management			◆		
Integrity				◆	
Managerial Human Relations				◆	
Managerial Task Structuring					◆
Openness				◆	
Optimism			◆		
Teamwork					◆
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 Emily's overall level of general intellectual aptitude to be in the **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	80-89%ile

Emily has an above-average level of general cognitive aptitude. She should be able to handle the problem-solving demands of this job in a capable manner.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect underline 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. Gardner's Responses
Responsibility at work…	is something that every one the workforce shares.
Working long hours every week…	is something that a manager needs to be prepared for.
It's hard to do good work when…	There is poor communication from upper management or inconsistent goals.
When my suggestions at work are turned down I…	Reflect on why my suggestion was not suitable and think about others that might be more acceptable.
Having to work on the weekend…	Is expected in retail work.
Overnight travel…	Is not something I can do at this point in my life because of child-care responsibilities.
As a manager, my greatest satisfaction at work…	seeing my employees grow and develop more maturity and skills.
Effective leadership…	is setting a good example, inspiring people to do their best, and showing them the way to succeed.
Mentoring employees who report to me…	is a very personally rewarding experience.
When I have to make a decision quickly…	I marshall all of the available facts, strive to do a quick analysis, and go with what I feel would be best.
Giving performance feedback…	is the key to employee professional growth.
When I have to reprimand or discipline an employee…	I make sure I have the facts at hand , then have a private discussion focusing on areas for improvement.
Besides supervising other people, a manager should…	Set a good example of good job performance, plus they should help employees understand how they fit into the larger mission of the company.
The average employee…	wants to be respected and treated fairly.
An employee who brings personal problems to work…	should understand that we expect him or her to do the job properly despite their personal problems.
The key to my success as a manager…	understand ing the mission of the organization and working hard to fulfill those goals.
The biggest challenge to a manager in dealing with today's workforce…	dealing with attitudes characteristics of younger generation.
The best way to motivate people…	let them know they are a valuable component of the company, and providing praise and recognition for good work.
The way I get people to work together is…	have meetings to share ideas and discuss common concerns, goals, and establish strategies to reach our goals.
I get people to participate in team discussions by…	asking for input, calling on people, breaking into small groups that have to report back to the larger group.

Creating a strong team is not as important as…	There is almost nothing that is as important as creating a strong team of dedicated employees who work well together and share a common purpose.
Content of my team meeting typically consists of…	reviewing progress toward recent goals, looking at upcoming objectives, asking for input on problems/successes.
Team meetings are best used for…	making sure that we are all on the same page and working toward the same goals.
The kind of assignment I like best is…	going into a store that needs a lot of work to return to profitability.
I enjoy working with people who…	are energetic, interested in doing a good job, customer-oriented, and team-minded.
I would turn down a job if…	I felt the job was not a good fit for my skills and my work preferences.
The best way to get ahead in an organization…	work hard and make sure your goals are aligned with that of upper management.
The most fulfilling job I had…	was my most recent job as manager of a fabric store.
My greatest satisfaction in a job…	seeing my employees come together as a team, mature personally, and making everything come together to create a profitable store.
A boss deserves loyalty if…	A boss always deserves respect because he/she is the boss. But personally loyalty comes from being treated fairly and from the boss having shown some personal interest in you.
What I want most from a job is…	is enjoyable and a good way to build team spirit.
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 enjoyable and a good way to build team spirit.
My career goal for five years from now…	is to be a regional manager over several stores.
To better myself I…	read trade journals, learn as much as I can about the companys mission, strategy, etc.
Working with coworkers who do not know as much as I do…	is rewarding because it gives me a chance to help them learn something new.
If I feel underutilized in my job…	I ask my boss for my responsibilities.
To get ahead in most companies you have to…	understand the companys mission and how you can facilitate that mission.
I sometimes felt my career advancement was limited by…	a company that was staffed primarily by young people who were content in their jobs so there were no opportunities for me to move up.
My ideal job would be…	Manager of a store with 20 employees.
What annoys most workers…	is a lack of communication, inconsistencies, and favoritism.
I would quit my job if…	I felt I could no longer fulfill my responsibilities in a competent manner.

At work I feel tense when…	customer lines are long and we are short-staffed.
I don't like to work with people who…	are lazy,
My work performance suffers when…	I have to work when I am sick
I would really dislike a supervisor who…	was inconsistent, unfair, or unreasonable in expecations.

Personality Assessment

Strengths:

- She is easy to get along with most of the time. Emily tends to avoid arguments and unpleasantness in group settings. She tries to be pleasant in her interactions with coworkers and other people.

- She is directive and assertive in her leadership style. Emily will seize the initiative and bring her influence to bear in group settings. She can confront problems and challenges to her authority.

- Emily sees the company in a positive light. She views managers and supervisors as having the workers' best interests at heart. You can expect her to defend the company and try to get other people to be more positive and trusting. Emily will find it easy to buy into the company's mission and purpose.

- Emily 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 can be counted on to perform her work in a very trustworthy and conscientious manner. Emily makes good on her job commitments, keeps her promises, and follows through on obligations. She is also orderly and organized in the way she carries out tasks and assignments.

- Having an above average level of customer service commitment, Emily works to meet customers' demands in a timely and courteous manner. She often takes time to give extra attention to customers to ensure their satisfaction and repeat business. Emily also reinforces quality customer service among the people who report to her.

- Emily has a sound level of emotional resilience. She can cope effectively with most forms of job stress and pressure. She is fairly level-headed and collected in times of work crises and group conflict. Subordinates will not expect an angry response by Emily when they approach her with bad news.

- Emily is engaged by the intrinsic aspects of the job—its variety, freedom, stimulation, and responsibility—more than its money and financial incentives. She likes to do work that addresses and satisfies her personal needs, such as challenge, autonomy, and meaning.

- Emily is usually outgoing, talkative, and congenial in her interactions with other people. She will likely be an effective communicator who shares information readily with other employees.

- Goal-setting is a key component in how Emily organizes her work.

- She balances a concern for being sincere and unpretentious in her dealings with customers against a need to be image-conscious and careful about how she presents herself in sales situations. Emily tries to make minor adjustments in the way she comes across to people in different selling situations, but not so much that the customers would think she is phony or artificial.

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

- As a manager, Emily usually shows respect for the feelings and concerns of subordinates. She wants to make subordinates feel valued and appreciated, and she will look for efficient ways to keep morale positive.

- She is open to new ideas and ways of doing things on the job. Emily is favorably inclined toward organizational change and innovation. Emily continually tries to improve her knowledge, skills, and abilities as well as those of her subordinates.

- She is not one to judge others in advance of observing their behavior and performance. Emily 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.

- As a manager, Emily registers as being highly structured. She creates work schedules, sets goals, monitors tasks, and provides contingent performance feedback to subordinates. Emily will follow up on assigned work to make sure that it has been completed.

- She has a strong and consistent commitment to teamwork. As a manager, Emily emphasizes cooperation, mutual assistance, and cohesion among the employees who report to her. She will aim most of her motivational efforts and communications toward the group as a whole rather than individuals .

- Emily has a high work drive and will put a lot of effort into meeting job demands . Long hours and an irregular schedule will not be a problem for her, even on a continuing basis. As a manager, Emily sets a good example to subordinates of working hard.

Developmental Concerns:

- Emily can sometimes come across in ways that subordinates perceive as bossy or overbearing. She may need to be more considerate and low-key when trying to influence the behavior of other employees activities.

- Emily has such a high need for doing work that she finds challenging, interesting, and personally meaningful that she may have a hard time staying motivated, especially after she has been on the job a while. You will need to find ways to keep Emily engaged and involved in her work. Financial incentives are not enough.

- An average range on our measure of integrity does not necessarily signify a problem, but it might be good to further reinforce her ethical code with thorough training that clarifies company rules and regulations as well as consequences for inappropriate behavior. If hired, Emily's supervisor should review the company guidelines with respect to integrity and consequences for unacceptable behavior.

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?

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?

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.