test center

by People Systems

Bank 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				◆	
Conscientiousness				◆	
Customer Service Orientation			◆		
Emotional Stability/Resilience				◆	
Extroversion				◆	
Integrity				◆	
Intrinsic Motivation	◆				
Managerial Human Relations				◆	
Task Structure				◆	
Teamwork Orientation					◆
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 Devin's overall level of general intellectual aptitude to be in the **Top 5 percentile** range. His individual aptitude levels are:

Abstract Reasoning	Top 5%ile
Numeric Reasoning	Top 5%ile
Verbal Reasoning	Top 5%ile

Devin has a superior level of general cognitive aptitude. He 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 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.

	Mr. Wayne's Responses
Responsibility at work…	is critical that we all have a sense of responsibility in our work.
Working long hours every week…	is not typical of the banking industry.
It's hard to do good work when…	we are not aware of upper management goals.
When my suggestions at work are turned down I…	try again at another time.
Having to work on the weekend…	is something most of us have to do sometimes.
Overnight travel…	is not what I want to do in my job
As a manager, my greatest satisfaction at work…	is having a well runn bunch.
Effective leadership…	is making sure our customers needs are met and our branch is profitable.
Mentoring employees who report to me…	is something I enjoy doing when I have time.
When I have to make a decision quickly…	I can make fast decisions when I have to, but normally I like to tkae my time, gather enough information, carefully analyze it, and then make a choice that I know will be a good one.
Giving performance feedback…	is important for employee long term development.
When I have to reprimand or discipline an employee…	we do so in private and I try to be as empathetic and constructive as possible.
Besides supervising other people, a manager should…	make sure our customers needs are being met.
The average employee…	is a nice person that wants to do a good job.
An employee who brings personal problems to work…	needs top redirect their attention to the job at hand.
The key to my success as a manager…	is making sure our customers needs are metand that banking operations are in order.
The biggest challenge to a manager in dealing with today's workforce…	getting enough help and making sure they are well trained in customer service principles.
The best way to motivate people…	is to give them good training and the encourage them to do their best and reward their good performance.
The way I get people to work together is…	is focus on common goals and the importance of working together.
I get people to participate in team discussions by…	ask for input during team meetings.
Creating a strong team is not as important as…	making sure our customers needs are met.
Content of my team meeting typically consists of…	sharing important information, then ask for input
Team meetings are best used for…	sharing information and getting everyone to feel like one unit.
The kind of assignment I like best is…	solving customer complaints.
I enjoy working with people who…	are cheerful, hard working, and pleasant to be around.

I would turn down a job if…	it was not suited to my background and skills.
The best way to get ahead in an organization…	is show that your branch is profitable and that you are capable of more.
The most fulfilling job I had…	was Branch Manager and ABC Bank in Georgia.
My greatest satisfaction in a job…	is having a profitable branch with good customer ratings and happy employees.
A boss deserves loyalty if…	he or she is loyal to employees and tries to do the right thing.
What I want most from a job is…	satisfaction of a job well done.
The best type of supervisor for me would be someone who...	One who is considerate, fair, knowledgable, respectful of employees, and is concerned about building a strong team.
Working closely with other people…	is very important to achieving our goals.
My career goal for five years from now…	is to be branch manager of one of our larger branches.
To better myself I…	read professional journals and try to learn something new every day.
Working with coworkers who do not know as much as I do…	gives me a chance to share my knowledge.
If I feel underutilized in my job…	I see other ways to be of service to the bank.
To get ahead in most companies you have to…	show that you are capable at the current level, show that you have career ambition, and let your manager know you want to move up.
I sometimes felt my career advancement was limited by…	lack of opening above me.
My ideal job would be…	Branch Manager
What annoys most workers…	lack of positive feedback, feeling unappreciated
I would quit my job if…	I did not feel the bank appreciated my contribution.
At work I feel tense when…	we are having trouble balancing.
I don't like to work with people who…	dont really like customer service.
My work performance suffers when…	I am sick.
I would really dislike a supervisor who…	would not help employees when there was a big rush.

Personality Assessment

Strengths:

- He is concerned with getting along well with the people he works with. Most of the time, Devin is agreeable and inclined to preserve harmony in social situations.

- He can be assertive in his interpersonal style. Devin is likely to be comfortable in a leadership role where he is responsible for the activities and performance of a group of employees.

- He is trustworthy and reliable in the way he performs his job. Devin tends to fulfill his work commitments in a reliable manner others can count on. He is also usually methodical and organized in the way he approaches and carries out tasks and assignments.

- He has an above-average level of emotional stability. Devin should be able to handle effectively the stressors associated with this job.

- Devin is usually sociable, outgoing, and friendly in his transactions with other people on the job. He should be a capable communicator who relates well to customers and coworkers.

- Devin scores as having an above-average level of integrity. He is unlikely to lie, deceive, cheat, or engage in questionable or improper job behavior.

- As a manager, Devin is typically responsive to the thoughts and feelings of his subordinates. They are likely to see him as someone who is usually considerate and understanding. Devin puts considerable effort into creating and maintaining good morale in his work group.

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

- Devin is highly group-minded and teamwork-oriented. He will work cooperatively with his fellow employees to achieve shared goals.

- Devin has an above-average work drive. He usually works hard and does what it takes, including putting in overtime or irregular hours, to meet the demands of his job.

Developmental Concerns:

- He could place slightly more emphasis on customer service in his work. Devin could be more attuned to customer requests, concerns, and needs.

- Extrinsic rewards are much more appealing to Devin than are the intrinsic features of a job. He prefers working toward goals with actual payoffs, not necessarily to find work interesting or personally meaningful. Salary increases, bonuses, prizes, and promotions are highly motivating for Devin.

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?

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.

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.