test center

by People Systems

Consultant Assessment Report

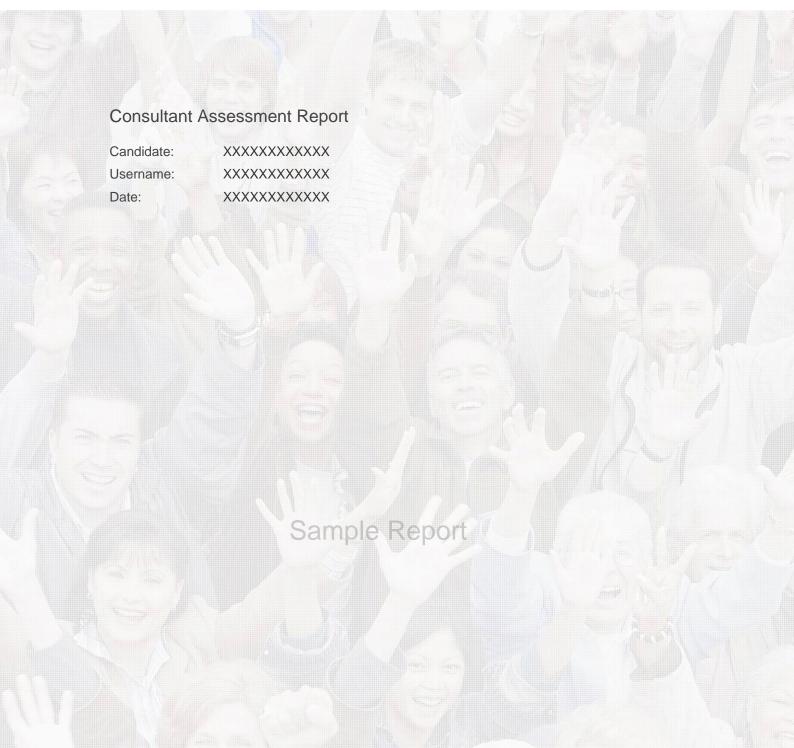|	
Candidate:	XXXXXXXXXXXX
Username:	XXXXXXXXXXXX
Date:	XXXXXXXXXXXX

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 : ◆

	Low	Below Average	Average	Above Average	High
Agreeableness				◆	
Assertiveness					◆
Conscientiousness				◆	
Customer Service / Responsiveness				◆	
Emotional Stability / Resilience					◆
Extroversion					◆
Integrity			◆		
Intrinsic Motivation					◆
Openness				◆	
Optimism/Enthusiasm				◆	
Orderliness					◆
Teamwork					◆
Tough Mindedness					◆
Work Drive					◆

Overall Cognitive Aptitude — ◆ (above the midpoint, toward the upper range)

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Jared's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

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

Jared has an above-average level of general cognitive aptitude. He 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.

	Mr. Norris's Responses
The most fulfilling job I had...	was working with customers to implement a big software application at ABC Company.
What I want most from a job is...	Mentally Challenging tasks, a sense of accomplishments, and knowing that I made a difference for the customer.
My career goal for five years from now...	to be a senior level consultant leading major projects.
The set of responsibilities I enjoy most are...	helping customers define their needs, creating proposals for how we can benefit the customer, interfacing with them to implement a service to address their needs.
I enjoy working with people who...	are eager, creative, hard working, take pride in their work, and have the best interests of the customer at heart.
The best way to get ahead in an organization...	is to show that you have a good understanding of how to maximize use of our services to meet client needs and to work effectively with those customers.
The personal strengths I possess that will help me be successful in this job include...	outgoing, interpersonally sensitive, intellectually capable, well versed in my profession.
Working long hours every week...	In the short term can achieve a lot of progress on your project in a short period of time, but in the long run it undermines employees effectiveness and creativity.
To better myself I...	stay up in my professional knowledge by reading and attending seminars, stay abreast of what is going on in other parts of the company, and strive to learn something new every day.
My attitude about work-home balance is...	In the short term it meets customer needs, but in the long run it wears your employees out and creates a demorilizing climate.
The key to success in my career...	working smart and being sensitive to my customers needs.
To get ahead in a company...	Show that you know what you are doing, happy customers, and produce additional oppotunities to work with the customers.
When I am criticized...	I try to listen to the specifics of the complaint as well as any underlying message that may be upsetting to other person. Then I do my best to rectify the situation.
When I have to make a decision quickly...	I ask for quick input from relevant people, weigh my alternatives, make an intelligent choice -- in a short period of time.

My success as a manager derives from...	making sure employees are well trained, have the resources they need, understand the goals and measures of success, and helping employees feel appreciated for their efforts.
Mentoring employees who report to me...	is very presonally rewarding
Besides supervising other people, a manager should...	be aware of the strategic needs of the company identifying the relevant market forces, evaluate competition, create a viable long term plan.
The best way to motivate people...	is to provide clear goals and time lines. Make sure they know what they should be doing and how they will be evaluated. Inspire them to do their best and help them feel their work is valuable part of the companys culture.
The average employee...	wants to do a good job and under the right leadership can usually do more than he/she is at present.
An employee who brings personal problems to work...	is not as effective and efficient as one who does not have problems. I would want to know what is going on with my employee if there was a serious problem.
I deal with conflict in my team by...	bringing my people together to hash out the conflict and reach a compromise for the group as a whole.
To increase employee commitment I...	often talk about the company mission and how each person is an important part of our success. I try to understand each employees career goals and let them know that I will help them reach those goals as much as I can.
To be a valuable member of a senior management team, I try to...	be an active, involved, responsible participant who takes seriously the obligation to make this company successful.
As a leader, my greatest satisfaction at work...	is seeing our plans come to fruition and seeing everyone take pride in our accomplishments.
The biggest challenge to a manager in dealing with today's workforce...	is helping them integrate into our company culture so they can be a successful employee.
When I have to reprimand or discipline an employee...	I make sure I have all the facts at hand, am up to date on company policy, then have a frank discussionwith the employe in which we address the situation and define an action plan.
The organizational culture I try to create is best described as...	creative, hard working, mutually supportive.
I don't like to work with people who...	are arrogant, resistant to collegiality, or lazy.
I get annoyed at work when...	we dont communicate well, and therefore do not work efficiently.
At times my work has suffered because...	working when I am tired because it makes me dull.
I would really dislike a supervisor who...	did not listen to employees and show respect.
People should recognize I am stressed out when...	I am very focused on our work, and dont take time for casual conversations.
It's hard to do good work when...	we dont make time to coordinate and communicate.
I would turn down a job if...	it did not mesh with my career goals, or if the company did not stand for integrity or high standards with in out industry.

Personality Assessment

Strengths:

- He is agreeable and congenial in his interactions with other people. Jared will not be disruptive in group settings and will avoid conflict if possible.

- Jared is very assertive and forceful. He will speak his mind on matters of importance and not be intimidated by other people, even those in highly placed positions of authority. Jared will take charge of situations.

- He fulfills his job responsibilities reliably and conscientiously. Jared typically does what he says he will do in a manner others can depend on.

- Jared registers as having an above-average level of customer service orientation. He tries to meet customers' needs and preferences promptly. As a manager, Jared usually encourages subordinates to aim for high levels of customer satisfaction in their work.

- He is emotionally resilient and hardy. Jared can weather even high levels of job stress and pressure without becoming anxious or losing his composure.

- Jared is extroverted, gregarious, warmhearted, and expressive. He will be an effective communicator who is attuned to social cues and interpersonal dynamics in the workplace. Jared will make an effort to establish and maintain contacts with other areas in the organization.

- Jared strives for meaningfulness and personal gratification in his work. Cash prizes and bonuses have little or no motivational value for him, while challenges and variety motivate him a great deal.

- He is ready to try new ways of doing things and to engage in innovation initiatives. Jared will generally be energized by opportunities for on-the-job learning and professional development.

- Jared often emphasizes what is good and promising when appraising current situations as well as future possibilities. He is usually upbeat and tries to accentuate the positive in his work situations. He will usually keep a positive frame of mind when confronted with job setbacks and obstacles.

- He works carefully and accurately. He will be comfortable organizing work information and tasks.

- Jared is very supportive of organizational goals for teamwork and cooperation. He will contribute to and reinforce cohesiveness and interdependence in his work group.

- He will weigh the facts and consider the objective parameters of a situation before choosing a course of action. Jared will appraise information and make decisions in a tough-minded manner, without being swayed by personal feelings or subjective considerations.

- Jared has a high work drive and will put a lot of effort to meet job demands. Long hours and an irregular schedule will not be a problem for him, even on a continuing basis.

Developmental Concerns:

- Jared can be too demanding or uncompromising in situations where he should back off and take a more humble, low-keyed approach. He may need to be less directive and pushy in his job-based interactions.

- Jared may sometimes become too involved in socializing and talking with other people. He may need to stay more focused on the work at hand and spend less time fraternizing.

- Jared's integrity is average.   This is not an unacceptable score, but his supervisor will want to reinforce the importance of company rules, policies, and guidelines and to provide examples of how to handle ethically ambiguous situations along with consequences for improper behavior on the job.

- Jared lacks empathy and sensitivity to the feelings and concerns of other people. He could be more considerate of the emotional states and attitudes of the people he works with.

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?

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.

- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.

- All of us have different styles of interacting and communicating with other people . Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]

- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?

- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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?

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.

- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.

- Tell me what you would do if your job became repetitive and routine.

- Describe the kind of work that really motivates you.

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.

- Describe how you use details to make plans and develop long-term strategies.

- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.

- Describe your approach to doing long-range planning and strategic development on your job.

TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)

- Describe a time when you made an important decision based on your personal feelings, values, and intuition.

- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?

- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?