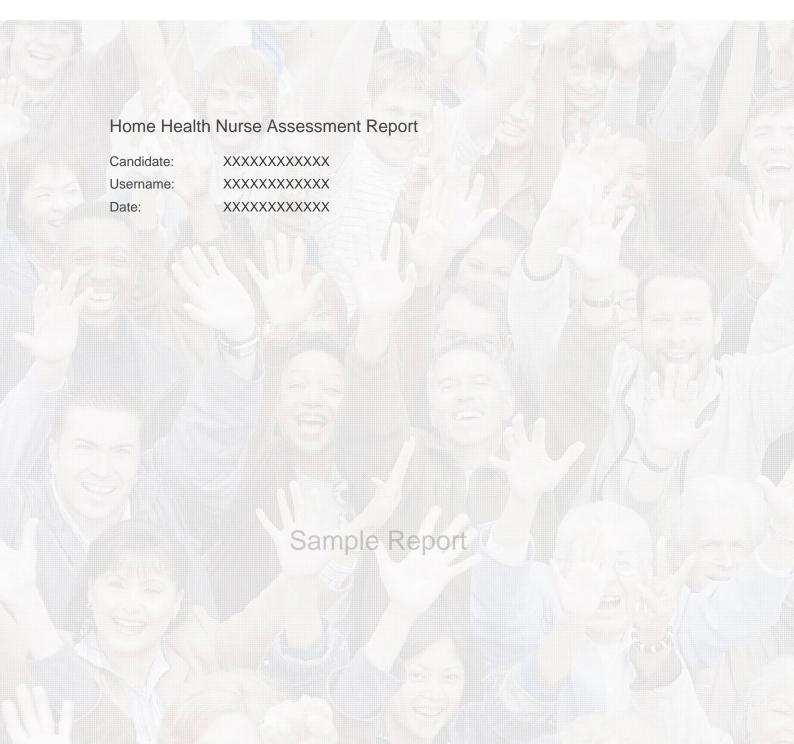
# test center

by People Systems



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, 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:

		Below		Above	
	Low	Average	Average	Average	High
Agreeableness			<b>♦</b>		
Assertiveness				<b>•</b>	
Customer Service / Responsiveness		•			
Dependability			•		
Drug Use Potential					<b>•</b>
Emotional Stability / Resilience			<b>*</b>		
Empathy					<b>•</b>
Extroversion			<b>*</b>		
Flexibility			<b>*</b>		
Integrity			<b>♦</b>		
Intrinsic Motivation					•
Long Tenure Potential			<b>*</b>		
Nurturance			<b>♦</b>		
Optimism/Enthusiasm			<b>♦</b>		
Work Drive				<b>•</b>	

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# **Personality Assessment**

## Strengths:

- She tends to have smooth working relationships with most people on the job. Tammy is usually viewed as being courteous and agreeable, unless she has to work with someone who is very difficult and demanding.
- Her level of assertiveness is above average. Tammy is able to exert influence in most situations and take
  a stand on matters of importance to her. She won't usually be intimidated by tough situations or difficult
  people.
- She is usually a person who keeps her word and does what she says she will do when she says she will
  do it. Tammy is typically dependable and reliable in her sales work, but she also shows some discretion
  in how quickly, fully, and consistently she honors her commitments to customers and responsibilities to
  her employer.
- She is moderately well-adjusted and stable. Tammy can handle most everyday forms of job hassles and stressors without losing her composure.
- She can identify closely with the feelings and concerns of other people. Tammy has a high level of
  empathy which enables her to understand and relate to the people she works with. She is likely to be
  perceived by customers as someone who is very insightful, sympathetic, and helpful.
- Tammy will communicate with others as needed while also concentrating on her own tasks and duties. She is generally cordial and pleasant, but not socially distractible.
- She is much more motivated by intrinsic rewards on her job than by extrinsic, tangible factors. Tammy appreciates recognition in the form of praise and recognition of her contributions. She is also attracted to variety and personal responsibility for work outcomes.
- As a caregiver, Tammy probably presents herself as ready and willing to be nurturing and helpful. She can be an effective helper as long as her resources are not exhausted.
- Guardedly optimistic in her approach to work, Tammy not only will look for positive qualities in most situations and people, but she also has a healthy amount of skepticism.
- Tammy has a fairly strong work ethic. She is usually willing to put in long or irregular hours at work when needed. Tammy is likely to put forth considerable effort to attain job goals.

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# **Developmental Concerns:**

- At times, Tammy can be hard to get along with. She could make more of an effort to be consistently
  agreeable and pleasant in her job-based interactions.
- Her customer service commitment is not as strong as it should be. Tammy could do more to attend to customers' preferences, address their concerns, and make them satisfied.
- Tammy could enhance her dependability somewhat. She could be more reliable in doing what she says she will do and honoring her job commitments and promises.
- Tammy appears to have a lot of knowledge of drugs suggesting that she has experience with a number of
  drugs, socializes with people who use, doesn't feel drugs are so bad, believes problems are unlikely with
  drug use, and does not accept that drugs should be controlled substances.
- She may have some difficulty handling high-pressure work situations. Tammy may not be able to handle a lot of stress on this job, particularly on a prolonged basis.
- Tammy may have difficulty viewing other people in a realistic, objective manner. Her judgment may be
  clouded by her own feelings and identification with them. Tammy may give undue weight to the perceived
  emotions of other people when determining what to do. Also, she may have difficulty both giving and
  receiving criticism because of her sensitive nature.
- In job situations that require good social skills, Tammy may need to be more consistently outgoing and expressive. She could communicate more readily and effectively in some settings.
- Tammy scored in the average range on our measure of integrity. Although this does not necessarily signify a problem, 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.
- Tammy scores average on the nurturance scale which indicates that she can be easily drained by people
  who need a lot of her care and sensitivity. She is probably better suited to a role that calls for superficial
  helpfulness and short-term contact with your clientele.

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## **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.

### 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.

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#### **EMPATHY**

- Tell me about a time when you were dealing with a difficult person. What made them hard to take?
   What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

#### **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.

#### **NURTURANCE**

- Tell me about a person with whom you have been in a care giving relationship. How was it difficult for you? How was it rewarding?
- Tell me about a person who has depended on you for service of some kind. What did you do for them?
   In what ways did you try to take care of their all of their needs -- not just the immediate request? (Listen for someone who tries to understand what the other person is going through and who tries to do something extra to deal with the objective need as well as the emotional needs.)

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