

# test center

by People Systems

## Marketing Specialist 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
<b>Agreeableness</b>		◆			
<b>Assertiveness</b>					◆
<b>Competitiveness</b>					◆
<b>Conscientiousness</b>			◆		
<b>Customer Service / Responsiveness</b>			◆		
<b>Detail Mindedness</b>			◆		
<b>Emotional Stability</b>		◆			
<b>Extroversion</b>					◆
<b>Impression Management</b>					◆
<b>Integrity</b>			◆		
<b>Openness</b>				◆	
<b>Optimism</b>			◆		
<b>Orderliness</b>				◆	
<b>Self-Confidence</b>		◆			
<b>Teamwork</b>				◆	
<b>Work Drive</b>			◆		
<b>Overall Cognitive Aptitude</b>				◆	

## Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate John's overall level of general intellectual aptitude to be in the **60-69 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	50-59%ile

John has a slightly above-average level of general cognitive aptitude. He should be able to handle most of the problem-solving demands of this job in a satisfactory manner.

### 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.

## Personality Assessment

### Strengths:

- John is forceful, assertive, and well able to impose his will on others. He will confront tough situations in a direct manner and stand up to people who criticize his ideas or who are disrupting work activities.
- John is very results-oriented and motivated to do better than others. His competitive nature motivates him to perform at a high level and to want feedback that compares his performance to that of his peers.
- John is usually reliable and conscientious in the way he performs his job. However, John uses a fair amount of personal discretion and judgment in deciding how he will meet his obligations and duties.
- John is extroverted, cheerful, outgoing, and personable. He likes to talk and interact with other people. John will try to create a good communication climate and network of acquaintances in his organizational sphere of influence.
- He is adept at managing the image he presents to customers and coworkers. John will alter his style depending on who he is with in an effort to achieve desired outcomes.
- John will perform his work tasks and duties in a manner consistent with company rules and policies. He is likely to be viewed as fairly honest and ethical in his everyday job behavior.
- He is open to new learning on the job. John will be inclined to adopt and promote planned change programs and innovation initiatives in the workplace. He will listen to employee suggestions for continuous improvement. John will be energized by most opportunities for work-related training and development.
- Guardedly optimistic in his approach to work, John will not only look for positive qualities in most situations and people, but also has a healthy amount of skepticism. He is likely to set reasonable goals for the people who report to him.
- He is methodical and systematic in the way he organizes and carries out tasks and assignments. John is usually concerned with doing things correctly and in an orderly manner on his job.
- He is teamwork-oriented. As a manager, John fosters cooperation and interdependence in his work group. Most of his communications will be directed toward the group instead of individuals.
- John has an average work drive, which should be enough to meet basic job demands. He will not be an idler or a slacker on the job. As a manager, John will expect reasonable levels of effort from subordinates.

**Developmental Concerns:**

- He can occasionally come across to others as stubborn and argumentative. John could make a greater effort to be courteous and agreeable in all his interactions with other people in the workplace .
- John can sometimes come on too strong and behave in ways that others perceive as aggressive or overbearing. He may need to tone down his style when making requests of other people or trying to influence their behavior. Some employees may feel that he takes on too much responsibility without the proper authority.
- John can become so preoccupied with doing better than others that he neglects other important aspects of his job, including communication, morale, and information management. He may need to think more in terms of group-based achievements rather than personal achievements.
- John may occasionally be unreliable in the way he performs his job. He may sometimes need to be reminded about the need to be more conscientious about doing things as expected.
- He could enhance his level of customer service orientation. John may need to show more concern for customer satisfaction on a consistent basis.
- He is not as careful and thorough in checking his work as is needed for any job where details and accuracy are important. John should be counseled on how to do proper quality checks to assure an acceptable outcome.
- In terms of personal adjustment and ability to handle stress, John registers as below-average. Compared to other employees at this level, he may experience more anxiety, frustration, and irritability from work pressure and hectic conditions. This may lead to increased absenteeism and lowered work efficiency .
- John may, at times, let his needs for social contact get in the way of team productivity such as when meetings involve a lot of general conversation. His high need for social interaction can sometimes lower his own work efficiency.
- He can sometimes be too concerned with his public image and how he comes across to other people. John could try to present himself in a more sincere, genuine manner when interacting with coworkers.
- John registered an average score on the integrity measure. Although this is not an unacceptable score, he should be given a careful orientation to company rules and policies, including a thorough explanation of how ambiguous situations are to be handled so as to maintain honest, ethical business practices. John also needs to understand the company's commitment to integrity and the consequences for improper behavior.
- John is fairly insecure and lacking confidence in himself or his job performance capabilities. He sometimes worries and frets about things too much, which could make him indecisive or slow to take definitive action.
- John does not have a high work drive. He sometimes needs to step up his work intensity and invest more time and energy into his job, especially during highly demanding situations.

## 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?

### AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

### 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

- 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.

#### 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?
- He is systematic and orderly in his work. He should be comfortable managing job-related data and information.

#### SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

**WORK DRIVE**

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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