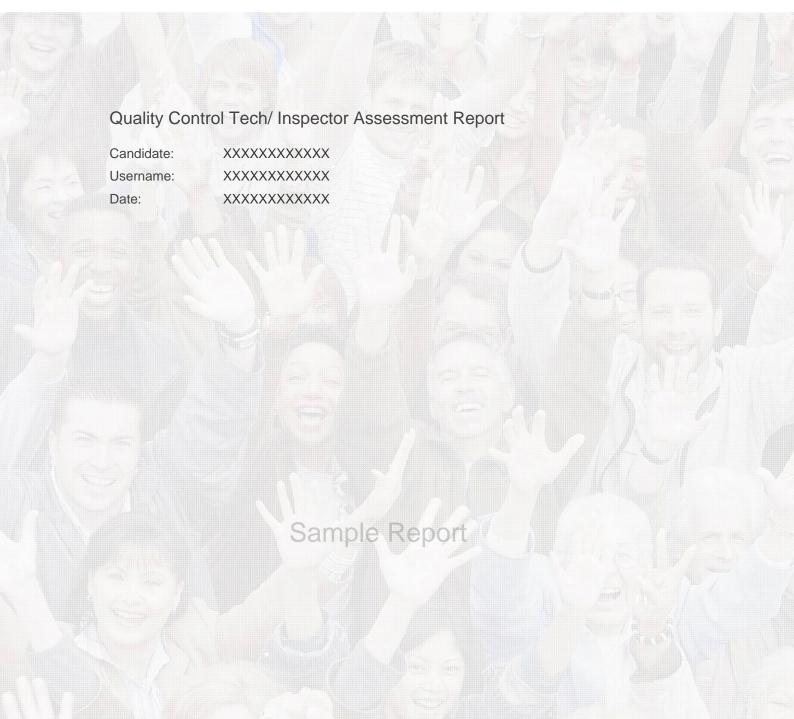
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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Above 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		711011190	•	7.10.1130	
Assertiveness			•		
Conscientiousness				•	
Detail Mindedness				•	
Emotional Stability / Resilience				•	
Extroversion				•	
Integrity		•			
Openness					•
Optimism/Enthusiasm				•	
Self-Confidence				•	
Teamwork			•		
Tough Mindedness		•			
Work Drive	•				
Overall Cognitive Aptitude					•

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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Adam'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

Adam 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 <u>percentile rankings</u> -- 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 <u>lower the Overall Cognitive Aptitude score</u>, 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 <u>higher the Overall Cognitive Aptitude score</u>, 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.

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Personality Assessment

Strengths:

- Adam usually gets along smoothly with the people he works with. Unless Adam has to work with someone he particularly dislikes, he will interact with others in an agreeable manner.
- Adam can exert influence and speak his mind when it is important for him to do so. However, he is by no
 means aggressive or overbearing. Adam is usually willing to go along with others and to accept
 organizational leadership.
- He is trustworthy and conscientious in his work habits. Adam will perform job tasks and duties in a reliable manner that others can count on.
- Adam is alert to detailed requirements in his work. He can be counted on to put in the necessary time to remove errors and achieve a high quality product or service.
- He is a fairly resilient person who has good control over his emotions. Adam can weather most forms of
 job hassles, stress, and pressure. He usually keeps his composure when dealing with work crises and
 emergencies.
- Adam is usually sociable, outgoing, and friendly in his work-based interactions. He should be a capable communicator who relates well to other people on the job.
- He is quite open to new ways of doing things on the job and is favorably inclined toward change and innovation. Adam continually tries to improve his knowledge, skills, and abilities.
- Adam 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.
- Adam is fairly self-assured and secure with his capabilities. He is not prone to doubt himself or fret about things. Adam will approach tasks with confidence that he can handle problems and perform competently.
- Adam is moderately teamwork-oriented. He usually works cooperatively with other employees, but also works well in situations calling for individual contribution and self-reliance.
- Adam will often base his decisions on his own personal feelings and the perceived feelings of the people
 he works with, rather than on facts and data. He is likely to demonstrate empathy and understanding in
 his relations with coworkers.

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Developmental Concerns:

- He can sometimes be unpleasant or difficult to deal with when interacting with other people. Adam may need some feedback about being more consistently pleasant and congenial in his interactions with coworkers.
- Adam could sometimes be more assertive. He may need to exert more influence in group settings and be more forthright in presenting his views, reactions, and opinions.
- Adam scored below-average on integrity and adherence to ethical standards. He may sometimes do things on the job that directly or indirectly violate or undermine company rules and policies.
- He could more actively cooperate and collaborate with other employees. There may be times when Adam places too much emphasis on individual contribution rather than group accomplishment.
- Adam can sometimes be so feeling sensitive that it may be hard for him to critically and objectively
 appraise situations, problems, and people. He may overreact to negative feedback, criticism, or
 disapproval. Adam may need to toughen up and develop more of a thick skin if he is to function
 comfortably in some work settings.
- With a work drive in the low range, Adam is not likely to be a high performer in this job. He may not be willing to work long hours or an irregular schedule. He may be a clock-watcher who wants to leave work as soon as he can and shirk his duties on the job.

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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?

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?

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?

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.

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- 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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