test center

by People Systems

School Principal Assessment Report

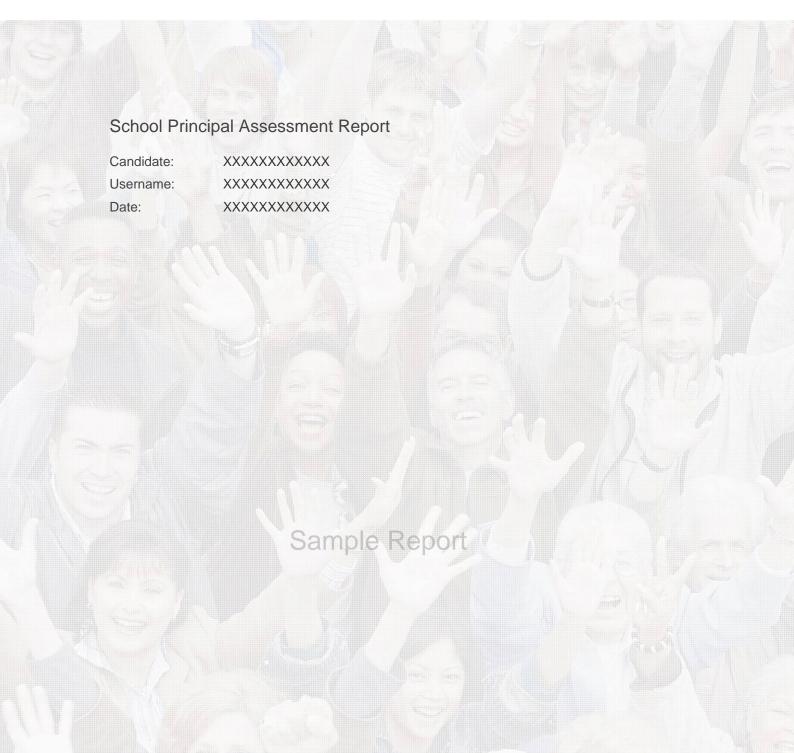|	
Candidate:	XXXXXXXXXXXX
Username:	XXXXXXXXXXXX
Date:	XXXXXXXXXXXX

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					◆
Assertive Leadership					◆
Attitudes Toward Children					◆
Competitiveness					◆
Conscientiousness				◆	
Customer Service Orientation			◆		
Emotional Stability					◆
Extroversion				◆	
Goal-Setting					◆
Integrity				◆	
Intrinsic Motivation					◆
Managerial Human Relations				◆	
Openness				◆	
Optimism				◆	
Social Networking				◆	
Task Structuring					◆
Teamwork					◆
Visionary Leadership					◆
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 Brandon's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning	50-59%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	Top 5%ile

Brandon has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a 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.

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. Graves's Responses
Responsibility at work…	is something everyone shares here.
Working long hours every week…	is sometimes necessary to get a task completed. I am not afraid of working past the end of the work day.
It's hard to do good work when…	there is strife and conflict among the team because it takes extra time to resolve these issues and detracts from our efficiency.
When my suggestions at work are turned down I…	analyze why my suggestions were not acceptable, move on, and try ot make better suggestions with future issues.
Having to work on the weekend…	is sometimes necessary when we are doing projects.
Overnight travel…	is something I cna handle when it is for going to an important conference, etc.
As a manager, my greatest satisfaction at work…	is being able to see that I made a difference in childrens lives.
Effective leadership…	is harnessing the full power of a lot of people to do more together than we could do separately
Mentoring employees who report to me…	is a very personally rewarding experience for me and I hope it is equally meaningful to the mentee.
When I have to make a decision quickly…	I try to gather as much relevant information quickly, weigh the consequences of various outcomes, then go ahead and make the best decision possible under the circumstances.
Giving performance feedback…	is something I try to do regularly so that when the formal evaluation meeting is held it is no surprise to the employee.
When I have to reprimand or discipline an employee…	we try to do this as tactfully as possible.
Besides supervising other people, a manager should…	communicate well with other parts of the system.
The average employee…	is hard working and dedicating to helping children grow and thrive. People like and need recognitionfor a job well done.
An employee who brings personal problems to work…	should be given the opportunity to see a professional in the workplace with whom they can talk and receive support in order to resolve their problems.
The key to my success as a manager…	is setting realistic goals and being able to get the right people "on the bus" that will be able to help achieve these goals.
The biggest challenge to a manager in dealing with today's workforce…	is hiring good, reliable individuals who possess a strong work ethic, who take pride in doing a good job, and really care about how well children learn

The best way to motivate people…	is through recognition of their efforts. I believe that simple recognition works wonders.
The way I get people to work together is…	I present the problem to a team and then work collaboratively with them to solve the problem.
I get people to participate in team discussions by…	I give them specific questions or tasks to research ahead of time as part of the problem solving process.
Creating a strong team is not as important as…	knowing where the organization is going, what we want to accomplish and the strategy about how we plan to get there.
Content of my team meeting typically consists of…	an agenda for the meetingwith lots of input from participants.
Team meetings are best used for…	planning, goal setting, brainstorming for the purpose of collaborative problem solving.
The kind of assignment I like best is…	One that requires creative problem solving and innovative thinking.
I enjoy working with people who…	are energetic, not afraid to take risks and are willing to go the extra mile.
I would turn down a job if…	the organization dod not have the reputation for doing things the right way and did not share my values and philosophy of education.
The best way to get ahead in an organization…	is work hard, show initiative and demonstrate good character.
The most fulfilling job I had…	was being an elementary school principal because I could touch the lives of so many people over the years.
My greatest satisfaction in a job…	is being able to make a difference
A boss deserves loyalty if…	he or she is competent in their job and dedicated to making our educational system as good as it can possibly can be for our children.
What I want most from a job is…	a feeling of satisfaction, accomplishment, respect, and appreciation.
The best type of supervisor for me would be someone who...	someone who is competent in their job, who understands the issues I will be dealing with in my job, is supportive and willing to collaborate on serious problems facing us.
Working closely with other people…	can be very rewarding, especially when everyone contributes to the final product.
My career goal for five years from now…	is to be a successful school superintendent.
To better myself I…	continue to learn from self-study, my peers, my subordinates, and our customers: the parents and children.
Working with coworkers who do not know as much as I do…	can be challenging but rewarding as well. It is gratifying when I am able to help them grow professionally
If I feel underutilized in my job…	I need to go to others in the organization to investiagte what other needs are out there and how I might be of service in other ways.
To get ahead in most companies you have to…	to be able to work hard and network with people not only in the system, but also within the larger profession.

I sometimes felt my career advancement was limited by…	the fact that I should have networked more.
My ideal job would be…	a leadership role in an educational system, working for and with people who really want to make a difference in childrens lives.
What annoys most workers…	is poor communication in the system, feeling that their voice is not being heard.
I would quit my job if…	I saw illegal or unethical things happening in which I had no control.
At work I feel tense when…	when an important deadline is approaching and we are lacking important resources to get it completed.
I don't like to work with people who…	dont give 100%, slackers, people who leave the hard tasks to others.
My work performance suffers when…	I am not able to get enough rest.
I would really dislike a supervisor who…	demeans people or embarrasses me in front of my employees.

Personality Assessment

Strengths:

- He much prefers to get along with other people and to have smooth working relations. Brandon puts a great deal of effort into coming across as courteous and amiable in his interactions with other people .

- Brandon is very dominant and disposed toward a leadership role. He is highly assertive and able to exert considerable influence on subordinates.

- Brandon is strongly attracted toward working with children. He enjoys their company, is patient with them, has realistic expectations regarding their behavior, and is able to maintain appropriate boundaries.

- Brandon likes to know that he is doing better than others in this type of job. He is very competitive about relative results and performance. Brandon is highly motivated by feedback that compares his performance with that of other employees.

- He can be counted on to perform his work in a reliable and conscientious manner. Brandon typically honors his commitments and fulfills his obligations. He also works carefully and accurately on most job tasks.

- He has very good control over his emotions and is able to handle considerable stress on the job. Brandon keeps his composure and energy while under the pressure and strain of difficult situations or extended periods of work overload.

- Brandon registers as being outgoing, cordial, and friendly in most job-based interactions. He is a fairly effective communicator who maintains a good flow of information in his work group .

- Goal-setting is a key component in how Brandon organizes his work.

- Brandon appears to be a principled and ethical person in how he performs job tasks and duties. He adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.

- Personal satisfaction and accomplishment of tasks are very important to Brandon and he values a job that gives him personal satisfaction. He considers work an end in itself, so he will be motivated by task variety, challenge, and meaningfulness of the responsibility.

- As a manager, Brandon is concerned with the feelings, attitudes, and sensitivities of the people who report to him. Their morale and emotional well-being are priorities for him. Brandon is empathetic and comfortable relating to subordinates on a personal level. He tends to use praise and affirmation rather than criticism or reprimand to motivate them.

- He is open to new ideas and ways of doing things on the job. Brandon is favorably inclined toward organizational change and innovation. Brandon continually tries to improve his knowledge, skills, and abilities as well as those of his subordinates.

- He is upbeat and optimistic most of the time. Brandon tends to look for the best in the people he works with and the situations he works in. When faced with problems on the job, Brandon usually stays positive and perseveres to overcome them. As a manager, he typically conveys positive expectations to subordinates.

- Brandon enjoys the chance to develop some relationships with various people in the community outside of his normal contacts within your company. He has some appreciation for the value that this can have on overall company success.

- As a manager, Brandon lets his subordinates know what is expected of them, monitors their performance, and gives them contingent feedback as needed. He tries to set up a smooth-running infrastructure where roles, expectations, and performance standards are well-defined.

- He is highly teamwork-oriented. As a manager, Brandon promotes cooperation and interdependence in his work group. He will use group meetings to communicate expectations and share ideas.

- As a leader, Brandon likes to try to identify what the future state of the organization should be and how to get from here to there. He can think intuitively about the organizational big picture. Planning and strategizing are functions which appeal to him.

- Brandon has a high work drive and is very committed to meeting the demands of his job. He will work hard and put in long or irregular hours when needed. As a manager, Brandon will consistently model a strong work ethic for subordinates.

Developmental Concerns:

- Brandon can sometimes be too domineering or autocratic in a leadership role. He may need to be more low-key and respectful when trying to persuade employees to attain work goals.

- Brandon 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.

- He could deepen his commitment to providing responsive, high-quality service to customers. Brandon could place more emphasis on activities that lead to high levels of customer satisfaction and retention.

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?

- ASSERTIVE LEADERSHIP

  Describe the way you establish your authority among the people who report to you.

  Tell me about a situation where you had to be especially forceful in dealing with a problem or difficult situation.

  Describe how you deal with a subordinate who refuses to do things the way you want them done.

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.

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.

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.

VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?

- Describe what you see as the key aspects of being a successful leader.

- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.