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Through People.



Account Manager Assessment Report

Candidate: Jessica Blair

Date: 05/27/2009



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Prepared For: Employers

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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, 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: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness					◆
Closing Ability	◆				
Conscientiousness				◆	
Customer Service				◆	
Detail Mindedness				◆	
Emotional Stability / Resilience				◆	
Empathy					◆
Impression Management				◆	
Integrity					◆
Optimism		◆			
Relationship Sales			◆		
Self-Directed Learning			◆		
Teamwork				◆	
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 Jessica's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning Top 5%ile

Jessica has a high level of general cognitive aptitude. She 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 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.



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Personality Assessment

Strengths:

- She is very concerned with pleasing other people and getting along with the people she works with. Jessica is unselfish and willing to give in to other people to preserve harmony and goodwill.
- She is trustworthy and reliable in the way she performs her job. Jessica tends to fulfill her work commitments in a reliable manner others can count on. She is also usually methodical and organized in the way she approaches and carries out tasks and assignments.
- Jessica has an above-average level of customer service commitment. She is seldom one to “sell and forget.” Jessica will usually put forth the extra effort to be knowledgeable and responsive to the customer’s sales needs.
- She is careful and detail-minded in how her work is performed, and will put in the extra time for error-proofing to make sure the results are accurate and conform to specifications.
- She has an above-average level of emotional stability. Jessica should be able to handle effectively the stressors associated with this job and not let problems or crises cause undue anxiety or worry.
- She makes an effort to understand and resonate to the feelings and problems of other people. Jessica should be good at reading the moods and concerns of customers. She is an empathetic, considerate person who can get close to the people she works with and will offer a helping hand to those in need.
- She is fairly adept at managing the image she presents to customers and coworkers. Jessica will alter her verbal and body language presentation style to increase the chances of making a sale.
- Jessica is highly likely to perform job tasks and duties with integrity. She can be trusted to adhere to company rules, policies, and ethical codes, even when placed in situations that permit individual discretion.
- She is fairly vigilant, questioning, and alert to potential problems in sales situations. Jessica is not easily deceived or misled by what customers claim. She will look for what could go wrong and will prepare accordingly most of the time.
- Jessica is not averse to using personalized customer relationships as a mainstay of her sales approach. Where she feels it fits that situation, she will spend time getting to know each customer and learning about their attitudes, values, preferences, and concerns in order to adjust her sales approach.
- She practices and promotes teamwork in her work group. As a manager, Jessica is typically concerned with getting her subordinates to work together collaboratively to achieve shared goals. Communications and problem solving are usually accomplished in a group setting rather than one-on-one with individual employees.
- Jessica has an above average work drive. She invests considerable time and energy into meeting the demands of her job and career.



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Developmental Concerns:

- Jessica definitely lacks assertiveness and may back down at the first sign of resistance from a customer. She may be too meek and sensitive to imagined threats to be effective in a sales role. A reluctance to do cold calls or even follow-up on initial calls could be a significant problem for her.
- Jessica may have trouble keeping her own emotions separate from the emotions of the people she works with. She can over-identify with their problems and concerns, such that her objectivity and professionalism are undermined. Her decision-making may also be impaired in her efforts to try to please other people.
- Others may see Jessica as being a bit artificial or insincere in how she talks to them in a sales situation. Jessica may need to be coached on how to appear more authentic and candid in her interactions with customers and coworkers.
- She can often be too negative in her sales expectations. As a consequence, Jessica may sometimes look for the downside of selling situations to the detriment of expecting successful outcomes.



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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?
- * How would you handle it differently in the future?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

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.)



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OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

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