



## **Behavioral Health Specialist Assessment Report**

Candidate: Jason Mussleman

Date: 06/17/2009



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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			◆		
Assertiveness			◆		
Customer Service				◆	
Dependability			◆		
Emotional Stability / Resilience		◆			
Empathy					◆
Extroversion				◆	
Impression Management					◆
Integrity				◆	
Intrinsic Motivation					◆
Nurturance			◆		
Openness				◆	
Optimism		◆			
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 Jason's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning    Top 10%ile

Numeric Reasoning    50-59%ile

Verbal Reasoning    80-89%ile

Jason 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 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:

- Jason is assertive and influential when he needs to be. He is not easily intimidated by other people, but he also is not aggressive, pushy, or domineering.
- Providing a service to others is acceptable to Jason. However, a good new employee orientation and training on customer service concepts will go far in helping him deal with frustrating situations with your clients in the appropriate manner.
- Jason tends to be moderately conscientious, reliable, and dependable on the job. Yet, he can also act on his own judgment and go against the grain when he feels it useful to do so. Jason will decide when and how he meets his responsibilities and fulfills his work commitments.
- He can identify closely with the feelings and concerns of other people. Jason has a high level of empathy which enables him to understand and relate to the people he works with. He is likely to be perceived by customers as someone who is very insightful, sympathetic, and helpful.
- Jason registers as being outgoing, cordial, and friendly in his job-based interactions. He is usually a good communicator who relates pleasantly to other people.
- He is attuned to what is the right thing to say and do in social situations. Very observant and shrewd, he tries to evaluate the consequences of his decisions before committing himself to a course of action.
- Jason registers as having a sound level of integrity and honesty. He is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- Jason wants a job that provides a variety of positive experiences at work. For him, doing interesting and personally meaningful work is a highly desirable factor in a job. He is highly motivated by such factors as challenge and task variety.
- Jason likes to take care of people in some situations. He takes pride in some aspects of providing assistance to others.
- He is stimulated by change and innovation in the workplace. Jason is usually motivated to engage in new learning and professional growth, as well as improve procedures and systems in his work area.
- He is fairly attentive to what goes on around him and often keeps a close watch on situations that could be problematic. Jason will not be deceived by false promises or blindsided by unexpected negative developments. He will not rush to expend valuable resources on questionable projects.
- Jason has a sound commitment to teamwork. He is willing to work with others in a cooperative, mutually supportive manner.
- His work drive is in the average range. Though not a workaholic, Jason usually invests sufficient effort into his job to be viewed as an acceptable performer.



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### Developmental Concerns:

- Jason may need to be more strong-willed and assertive in some situations. He should let others know what he really thinks or feels about things at times.
- When it comes to patient satisfaction, Jason probably follows standard procedures, but may balk at going out of his way to address special client needs or requests.
- Jason may need to be slightly more dependable in the way he fulfills job expectations and obligations. He can sometimes act in ways which others perceive as unreliable.
- In terms of personal adjustment and ability to handle stress, Jason is not resilient. He registers as below-average on emotional stability and may experience more day-to-day anxiety or frustration from work pressure or personal problems away from work.
- Jason may not be objective or dispassionate enough when analyzing information or making decisions which affect others. His conclusions and interpretations can sometimes be biased by his own emotional identification with the other person. Also, Jason may sometimes offer advice and help which is not wanted.
- Those working with Jason may find it difficult to get to know him or to fully trust what he says. He could improve his interpersonal effectiveness by being more authentic and genuine in the way he presents himself to the people he works with.
- In jobs that call for a lot of helpfulness and nurturance, Jason may not always be able to perform up to your standards. He probably needs a job that gives him some respite from these demands for a significant part of the day.
- He may occasionally be too suspicious, doubtful, or skeptical. Jason may, at times, be too prone to look for the downside of situations as well as problems with other people.
- Jason may, at times, need to be more willing to work long hours or an irregular schedule. He may have to go above and beyond normal effort levels to meet intense demands and/or deal with unexpected problems.



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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?

#### 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.

#### 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.)

#### 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.



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- 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.)

### 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?

### 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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