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Through People.**



## **Manager I Assessment Report**

Candidate: Linda Drake

Date: 06/20/2008



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Prepared For: Employers

Prepared by: John Lounsbury, Ph.D. & Lucy Gibson, Ph.D., Licensed Industrial-Organizational Psychologists

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			◆		
Assertive Leadership			◆		
Conscientiousness			◆		
Dependability			◆		
Emotional Stability			◆		
Extrinsic Motivation					◆
Extroversion			◆		
Impression Management					◆
Integrity			◆		
Managerial Human Relations			◆		
Openness			◆		
Optimism			◆		
Orderliness			◆		
Self-Confidence				◆	
Task Structuring				◆	
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 Linda's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Linda 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:

- As a manager, Linda makes requests of subordinates in a straightforward, but non-aggressive, manner. She tends to offer suggestions rather than issue directives to them.
- She is often conscientious and dependable in her job performance. Yet, Linda can also adjust to changing circumstances and be flexible in how and when she carries out tasks and assignments.
- She is usually a person who keeps her word and does what she says she will do when she says she will do it. Linda is typically dependable and reliable in her work, but she also shows some discretion in how quickly, fully, and consistently she honors her commitments to customers and responsibilities to her employer.
- She should be able to withstand most of the stressors associated with this job. Linda is unlikely to lose her temper, or experience a lot of anxiety when subjected to work hassles and pressure.
- Linda registers as being very motivated by extrinsic factors in the workplace. Money, recognition, prestige, and status are very important to her and she values opportunities for raises and bonuses. Likewise, Linda is motivated by contests and rewards for meeting specific goals. She considers work a means to an end, not an end in itself.
- Linda will communicate with others as needed while also concentrating on her own tasks and duties. She is generally cordial and pleasant, but not socially needy.
- She is very inclined to adjust the way she presents herself to fit the situation she is in. Linda tries to say and do things that she thinks others want to hear so that they will receive her favorably. She tries to project a positive image on the job.
- Linda's level of integrity is average. She will perform her job in a manner that is generally consistent with company rules, ethical codes, and values, yet Linda is flexible enough to make exceptions in unusual circumstances.
- As a manager, Linda is moderately concerned with maintaining positive attitudes among the employees who report to her. She will listen when they indicate that they have problems or are dissatisfied on their jobs.
- She is about average in terms of being willing to try new procedures and change her current ways of doing things on her job. Linda needs to be shown the benefits of change before she is willing to try something new.
- She is generally optimistic about most future possibilities and contingencies. However, Linda is also somewhat wary about what can go wrong. Employees probably feel that she sets fairly reasonable goals that are motivating, yet not too difficult.
- She is reasonably organized and systematic in her work. Linda is also flexible and adaptable, adjusting her style to changing job circumstances.
- She is typically self-confident. Linda has a fair amount of assurance in her own abilities. She will approach most tasks with assurance that she can handle problems that arise on her job.



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- As a manager, Linda is likely to be structured and organized. She prefers to create work schedules, set goals, monitor tasks, and give contingent performance feedback to subordinates.
- She is about equally committed to teamwork and individual contributor roles with her direct reports. Linda usually tries to get people to work together in a cooperative manner, but she will also emphasize the importance of employees working self-reliantly.
- Linda's work drive is best described as average. She will usually work hard enough to meet the demands of her job. As a manager, Linda will expect similar levels of work effort from subordinates.

### Developmental Concerns:

- Linda may sometimes need to be more assertive in her leadership style. She could be more directive and forceful, especially in situations involving challenges to her authority and when dealing with difficult employees.
- Linda may not be as consistently conscientious and dependable as others who hold this job. She may need to perform job tasks, duties, and assignments in a more reliable manner that others can consistently count on.
- Linda may sometimes use too much of her own discretion and cut corners too sharply in her sales activities. She may need to perform her sales work in a more reliable, dependable manner consistent with the expectations of others.
- Linda may have difficulty keeping her emotions under control when subjected to high levels of job pressure and strain. She may become stressed out by factors that most employees in this job take in stride. People may view her as unduly anxious, moody, or irritable in some situations.
- Linda is so motivated by money, status, and recognition that she may not be happy for long with this job's extrinsic rewards, even if she performs at a high level. She may be prone to be continually looking for other jobs that pay more or offer better financial incentives.
- Linda could sometimes do more to ensure that sufficient information is shared with subordinates and that effective exchange of ideas is established with employees in other areas of the organization. She could, at times, be more expressive, outgoing, and cheerful in her dealings with other employees.
- She may sometimes come across as insincere or calculating. Linda could work on being more straightforward and authentic in her dealings with coworkers.
- Linda's integrity score is in the average range. This is not an unacceptable score, but if she is hired, her supervisor will want to reinforce the importance of company rules, policies, and guidelines as well as provide examples of how to handle ethically ambiguous situations. Linda needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.
- Linda may find it difficult to engage in or benefit from some opportunities for growth and professional development, as she may not always be open to new learning. In some situations, she could be more receptive to opportunities to acquire and disseminate new knowledge, skills, and abilities.



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- As a manager, Linda could place greater emphasis on group unity, interdependence, and a shared sense of purpose among the employees who report to her. She may need to be more actively team-minded.
- Linda may sometimes need to work longer hours and extend herself for her job. She may need to put more time and effort into her work.



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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

- 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.

#### MONEY MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.

#### 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?



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### OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]
- Tell me about a time when you recommended or implemented a better way of doing things at work.
- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

### ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality. Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

### 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.

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