



**Chief Financial Officer
Assessment Report**

**Candidate:
Christine Sampleuser**

**Date:
07/24/2019**

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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 Christine's overall level of general intellectual aptitude to be in the **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 70-79%ile

Christine has an above-average level of general cognitive aptitude. She should be able to handle the problem-solving demands of this job in a capable manner.

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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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.

Career Growth	Ms. Sampleuser's Responses
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.
Demotivators	Ms. Sampleuser's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.

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<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.
Job Satisfaction	Ms. Sampleuser's Responses
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.

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<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.
Leading a Team	Ms. Sampleuser's Responses
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.
Management Style	Ms. Sampleuser's Responses

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<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.

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<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.

Work Drive	Ms. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.

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<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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Personality Assessment

Strengths:

- She tends to be easy to get along with. Christine avoids arguments and unpleasantness unless the topic or the person is one that really makes her upset.
- Christine is very influential and assertive. As a manager, she can readily impose her will on subordinates and direct their activities toward goal attainment and productivity. Christine will also be very comfortable working with upper level management.
- She is consistently conscientious and dependable in the way she works. Christine will follow through on her commitments and do what she says she will do.
- She is stable, and well-adjusted. Christine can work well under hectic conditions and job stress without losing her composure.
- Christine derives satisfaction from enjoying a task, taking pride in a job well done and being challenged in her work. She is not one to constantly push for more money, especially if her job has intrinsic motivators to keep her energized and engaged.
- Christine presents herself in a fairly accurate and consistent manner. She does not try to put on a false front or manipulate the image she presents to other people.
- Christine appears to be a principled and ethical person in how she performs job tasks and duties. She adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.
- As a manager, Christine tries to be very responsive to the thoughts and feelings of her subordinates. They are likely to see her as someone who is considerate and understanding. When negative attitudes emerge, she moves quickly to resolve them.
- She is open to new ideas and ways of doing things on the job. Christine is favorably inclined toward organizational change and innovation. Christine continually tries to improve her knowledge, skills, and abilities as well as those of her subordinates.
- She is upbeat and optimistic most of the time. Christine tends to look for the best in the people she works with and the situations she works in. When faced with problems on the job, Christine usually stays positive and perseveres to overcome them. As a manager, she typically conveys positive expectations to subordinates.
- Christine is usually self-confident and sure of her ability to handle most problems which might arise on her job. She will act decisively, when necessary, and move ahead on assignments in a forthright manner.
- As a manager, Christine appears to maintain a balance between overseeing subordinates and telling them what to do versus giving them some latitude and discretion in how they do their work. She is neither controlling nor hands-off in her overall supervisory style.
- She is team-minded and concerned with group performance. Christine encourages subordinates to work together cooperatively and supportively of each other. She tries to communicate to employees that the team's success depends on each person's willingness to help the group reach its goals.

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- As a leader, Christine takes some time to plan ahead for organizational outcomes and ways to achieve them. She is fairly concerned with envisioning future possibilities and formulating plans to actualize them. Christine intuitively interprets facts, data, and information so as to clarify company strategies.
- Christine has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job and employer.

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Developmental Concerns:

- She can occasionally come across to others as stubborn and argumentative. Christine could be more consistently agreeable and amiable when interacting with other people on her job.
- Christine can sometimes come across as domineering or autocratic in a leadership role. Some subordinates may take offense from time to time with her bossy style, especially if it conflicts with team norms. She may need to be more low-key when trying to persuade employees to attain work goals or advancing her agenda with other managers.
- Christine could improve her interpersonal effectiveness by adjusting her approach to fit her audience and situation. She could tailor her presentations and statements more toward the person she is trying to influence.
- She is not very orderly or methodical in her work. Christine may sometimes have difficulty keeping things organized.
- Christine may sometimes give her subordinates too much leeway and autonomy. In some situations, she may need to do more in terms of setting goals, monitoring performance, and giving feedback to the people who report to her.
- As a leader, Christine may not be concerned enough with short-term goals, problems, and contingencies. She may need to be more practical and focused on current realities.

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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?

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.

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.

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs, resources, and interest levels of the people you are interacting with.

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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.

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.

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