



Logistics Manager Assessment Report

**Candidate:
Jane Sampleuser**

**Date:
03/27/2020**

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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					◆
Assertive Leadership				◆	
Conscientiousness					◆
Emotional Stability				◆	
Extroversion					◆
Impression Management				◆	
Integrity					◆
Managerial Human Relations				◆	
Openness					◆
Optimism				◆	
Orderliness					◆
Self-Confidence				◆	
Task Structuring				◆	
Teamwork					◆
Tough Mindedness	◆				
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 Jane's overall level of general intellectual aptitude to be in the **Top 5 percentile** range. Her individual aptitude levels are:

Abstract Reasoning Top 5%ile

Numeric Reasoning Top 10%ile

Verbal Reasoning Top 5%ile

Jane has a superior level of general cognitive aptitude. She should learn new information very quickly, solve the most complex problems efficiently, and be able to handle an exceptionally 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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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.
<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.
<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.

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Management Style	Ms. Sampleuser's Responses
<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.
<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.
<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 is very concerned with getting along well with the people she works with. Jane is consistently agreeable and will work hard to preserve harmony in social situations.
- She is directive and assertive in her leadership style. Jane will seize the initiative and bring her influence to bear in group settings. She can confront problems and challenges to her authority.
- She is very trustworthy and reliable in the way she performs her job. Jane fulfills commitments in a highly dependable manner that others can count on.
- She is stable, and well-adjusted. Jane can work well under hectic conditions and job stress without losing her composure.
- Jane is extroverted, gregarious, expressive, and open about sharing her information. She is likely to be an effective communicator who is attuned to social cues and interpersonal dynamics in the workplace. Jane will try to establish and maintain contacts with other areas in the organization, including other managers and departments.
- Jane readily changes the way she acts toward other people so as to influence their perception of her. She is very careful about how she comes across to the people she is interacting with.
- Jane is likely to be very honest and rule-following in all aspects of her work behavior. She is likely to internalize and abide by company norms, values, and policies on her job. When making decisions on her own, she will do so in a responsible, ethical manner. Jane will be a good role model of integrity for the people who report to her.
- As a manager, Jane is very concerned with maintaining positive attitudes and high morale among the employees who report to her. Their feelings are important to her. She will move quickly to dispel their fears, worries, grievances, and tensions, if possible. Jane is likely to enjoy employee coaching and mentoring.
- She will embrace new ideas and practices on her job. Jane is very receptive to change and innovation in the workplace. Improving operations as well as the skills of subordinates will be a high priority for her on a continuing basis. She will make a concerted effort to advance her job-related knowledge and abilities.
- She is highly optimistic about work prospects and future possibilities. Jane focuses on positive qualities in the people she works with, the projects she works on, and her employer. As a manager, Jane conveys upbeat expectations to her subordinates.
- She is orderly and systematic in the way she approaches and carries out tasks and assignments. Jane will keep job-related information well organized.
- Jane 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, Jane is inclined toward organizing the work environment and structuring tasks for subordinates. She will be fairly closely involved in such functions as scheduling, goal-setting, performance monitoring, and providing feedback to subordinates.

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- She strongly emphasizes teamwork and cooperation in the workplace. As a manager, Jane promotes cohesiveness and interdependence among the people who report to her. She focuses on goal setting, consensus building, and exchange of ideas in group settings, not one-on-one with individual employees.
- Jane can tune into the feelings and sensitivities of the people she works with. She can empathize with their problems and concerns. Jane can tap into the emotional themes in her work group and pick up on signs of tension or unrest long before others notice.
- Jane works very energetically and persistently to fulfill the responsibilities and demands of being a manager. She has a strong work drive and commitment to productivity. Jane will readily put in overtime or work an irregular schedule when needed. As a manager, she sets an example for subordinates of working persistently to achieve goals.

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Developmental Concerns:

- As someone who aims to be known as pleasant and easy-going, Jane is likely to avoid dealing with difficult issues that would reveal underlying conflict or disagreement. If she participates in the senior management team, she will have a tendency to go along with the majority no matter what her own opinion.
- Jane can sometimes be too pushy or controlling. She may need to moderate her style when making requests of other people, trying to influence their behavior, or disagreeing with them.
- Jane may occasionally socialize too much on the job. She may sometimes neglect her work because she is busy talking.
- Jane can sometimes give unduly positive presentations about herself, her work, and her intentions. She could be more straightforward and realistic in her job-based interactions.
- She can sometimes be too trusting and unassuming, with the result that others may take advantage of her good nature. Jane occasionally has difficulty making realistic evaluations or seeing others in an appropriately critical light. She may persevere on unsolvable problems long after others have ceased to work on them.
- Jane is so feeling sensitive that it may be hard for her to critically and objectively appraise situations, problems, and people. She may be thin-skinned and hypersensitive about negative feedback, rejection, criticism, or disapproval. Jane may need to toughen up and develop more of a thick skin if she is to function comfortably in some work settings.

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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?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- 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 successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

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EXTROVERSION

- Describe a situation when your ability to communicate made a difference in the outcome of a project, assignment, or task at work.
- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people. Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]
- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?

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.

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?

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.
- Describe your approach to doing long-range planning and strategic development 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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TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

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