



Architect Assessment Report

Candidate:
Jane Sampleuser

Date:
02/06/2020

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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					◆
Assertiveness			◆		
Conscientiousness				◆	
Customer Service / Responsiveness				◆	
Emotional Stability			◆		
Extroversion			◆		
Impression Management	◆				
Integrity					◆
Intrinsic Motivation					◆
Openness				◆	
Optimism				◆	
Orderliness			◆		
Teamwork				◆	
Tough Mindedness		◆			
Work Drive			◆		
Overall Cognitive Aptitude					◆

Architect Assessment Report

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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 10 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	Top 5%ile

Jane has a very high level of general cognitive aptitude. She can learn new information quickly, solve complex problems efficiently, and be able to handle a very 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.

Architect Assessment Report

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Date: February 06, 2020

Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
3-D						X				

Explanation of Cognitive Aptitude Scores:

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Architect Assessment Report

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Personality Assessment

Strengths:

- She much prefers to get along with other people and to have smooth working relations. Jane puts a great deal of effort into coming across as courteous and amiable in her interactions with other people .
- Jane can exert influence and speak her mind when it is important for her to do so. However, she is by no means aggressive or overbearing. Jane is usually willing to go along with others and to accept organizational leadership.
- She is conscientious and dependable in the way she works. Jane will typically follow through on her commitments and do what she says she will do.
- Jane places substantial emphasis on customer satisfaction and retention in her work. She tries to anticipate and fulfill customer needs and demands courteously and without delay. As a manager, Jane usually encourages customer responsiveness by the people who report to her.
- She should be able to withstand most of the stressors associated with this job. Jane is unlikely to lose her temper, or experience a lot of anxiety when subjected to work hassles and pressure.
- Jane tends to be genial and pleasant in most work-based interactions. She is unlikely to be swayed by social factors when making decisions or attending to her own job tasks and duties. Jane will exchange important information with other employees in an efficient manner.
- Jane presents herself in an accurate, consistent manner. She does not try to put on a false front or manipulate the image she presents to other people. Others who work with Jane are likely to perceive her as highly sincere and genuine.
- 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.
- Jane strives for meaningfulness and personal gratification in her work. Cash prizes and bonuses have little or no motivational value for her, while challenges and variety motivate her a great deal.
- She is open to new learning on the job. Jane will be inclined to adopt and promote planned change programs and innovation initiatives in the workplace. She will listen to employee suggestions for continuous improvement. Jane will be energized by most opportunities for work-related training and development.
- Jane often expects favorable outcomes in the future, both for herself and other people. Being generally optimistic, she tries to look for the best in others and on the bright side of most situations. Jane seldom feels discouraged when confronted with obstacles or setbacks on her job. She will usually encourage subordinates to see work challenges as something they can overcome.
- Jane is moderately organized and systematic in the way she approaches and completes job tasks.
- She is teamwork-oriented. As a manager, Jane fosters cooperation and interdependence in her work group. Most of her communications will be directed toward the group instead of individuals.

Architect Assessment Report

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Date: February 06, 2020

- Jane is fairly considerate and respectful of the feelings of the people she works with. She will usually be seen by coworkers as someone who is tender-minded, sympathetic, and compassionate.
- With an average work drive, Jane usually works hard to meet job demands; however, she is not a workaholic and tries to balance job demands and her personal/family life. Jane will work overtime when it is really needed, but she would prefer not to do so regularly, and she would not expect her subordinates to work long hours frequently.

Architect Assessment Report

Candidate: Jane Sampleuser

Date: February 06, 2020

Developmental Concerns:

- As a leader, Jane may put so much energy into creating a pleasant working environment where everyone gets along, she may fail to address problems that lead to disagreement and conflict. As such, interpersonal differences go unresolved and other sensitive topics are put off until they reach emergency status. If a senior manager presents a proposal, she will tend to agree without going through a serious critique.
- Jane could sometimes be more assertive. She may need to exert more influence in group settings and be more forthright in presenting her views, reactions, and opinions.
- High levels of job stress and chronic pressure may cause Jane to lose control of her emotions. She may need to develop more effective coping skills for such situations.
- In order to build good relationships with employees and other key people throughout the company, Jane could be somewhat more sociable, gregarious, and outgoing. She may need to communicate more frequently and make more effort to avail herself of input from others.
- Jane can sometimes be too upfront and unpolished in what she says to others. She could increase her interpersonal effectiveness in some situations by being more consistently discreet and diplomatic.
- Jane may sometimes have trouble keeping her own feelings out of her interpretations, analyses, and conclusions. She may be over-influenced by what she perceives will be the feelings and reactions of other people when making decisions. It may be difficult for Jane to do things which she thinks others might dislike or not approve of.
- Jane may sometimes need to work longer hours and extend herself more for her job. She may need to put more time and effort into meeting work demands.

Architect Assessment Report

Candidate: Jane Sampleuser

Date: February 06, 2020

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?]

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.

Architect Assessment Report

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Date: February 06, 2020

- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

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.

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.

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.
- Describe the kind of work that really motivates you.

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?]

Architect Assessment Report

Candidate: Jane Sampleuser

Date: February 06, 2020

- 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.

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?

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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