



Attorney Assessment Report

Candidate:
Nora Sampleuser

Date:
10/20/2019

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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				◆	
Detail Mindedness				◆	
Emotional Stability / Resilience				◆	
Extrinsic Motivation		◆			
Extroversion					◆
Impression Management		◆			
Integrity				◆	
Optimism/Enthusiasm			◆		
Self-Directed Learning				◆	
Social Networking				◆	
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 Nora's overall level of general intellectual aptitude to be in the **60-69 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	40-49%ile

Nora has a slightly above-average level of general cognitive aptitude. She should be able to handle most of the problem-solving demands of this job in a satisfactory 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.
Conscientiousness	Ms. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Most of the official rules at work...</i>	Answer not included in public website samples.
<i>I get annoyed at work when...</i>	Answer not included in public website samples.
<i>Sometimes employers can place too much emphasis on...</i>	Answer not included in public website samples.
<i>When I make a mistake and someone criticizes me for it, I...</i>	Answer not included in public website samples.
Customer Service	Ms. Sampleuser's Responses
<i>My approach to customer service is...</i>	Answer not included in public website samples.
<i>Dealing with difficult customers...</i>	Answer not included in public website samples.
<i>What customers really want from me is...</i>	Answer not included in public website samples.
<i>When I am training a new staff on customer service, I emphasize...</i>	Answer not included in public website samples.
<i>I am least effective with certain customers who...</i>	Answer not included in public website samples.
<i>Compared to other types of job tasks I enjoy, customer service is...</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.

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<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.
Teamwork	Ms. Sampleuser's Responses
<i>To me, being a good team player means...</i>	Answer not included in public website samples.
<i>I enjoy teamwork when...</i>	Answer not included in public website samples.
<i>The optimal split between team and independent work is...</i>	Answer not included in public website samples.
<i>Most team meetings are...</i>	Answer not included in public website samples.
<i>My experiences with being on a team...</i>	Answer not included in public website samples.
<i>In most companies teams are...</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.

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<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 motivated to have smooth, amiable working relationships. Nora tries to be courteous and agreeable at all times on the job.
- Nora can readily assert herself and confront difficult situations. She can also seize the initiative and bring her influence to bear in a wide range of situations. Nora has some potential for a supervisory or managerial role. She will be comfortable interfacing with those above her in the organization.
- She can be counted on to perform her work in a reliable and conscientious manner. Nora typically honors her commitments and fulfills her obligations.
- Thoroughness and careful attention to detail are both characteristics of Nora's work habits. Customers of Nora's work will be pleased that results are accurate and complete.
- She is stable and well-adjusted. Nora can work well under conditions of job stress and not succumb to work-related anxiety or tension.
- She registers as being somewhat motivated by intrinsic factors on her job. Nora values doing work that is challenging, interesting, and varied. Money is not the only motivator for Nora. She is energized by the nature of the work itself and her relationships with coworkers.
- Nora is sociable, outgoing, and cheerful in her dealings with other people on the job. She should be a good communicator who readily gets to know other employees.
- She is a fairly genuine and straightforward person. Nora tries to present herself in a consistent manner regardless of the situation she is in.
- Nora will perform her work tasks and duties in a manner consistent with company rules and policies. She is honest and ethical in her job behavior.
- She balances optimism with vigilance in her posture toward other people as well as new situations. Nora doesn't prejudge others, but she is also not gullible or easily deceived.
- She has an above-average propensity for self-directed learning. Nora usually takes responsibility for acquiring new knowledge and skills for professional development and career advancement.
- Creating a broad social network as a way of furthering the goals of her job and her company is something that Nora appreciates. She will probably use some of her time on the job to establish relationships with various people outside your company.
- She is inclined to be empathetic and tuned into the feelings and emotional states of the people she works with. Nora usually tries to take into account their concerns and sensitivities when drawing conclusions and choosing a course of action.
- Nora has an above-average work drive. She will put considerable time and effort into meeting job demands, including working long hours as needed.

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Developmental Concerns:

- Nora may be known as someone who tries to be so nice all the time that she avoids any issue that might create ill will or stir up controversy. In work meetings, she will be hesitant to view a dissenting opinion. She will find it difficult to challenge other people.
- Nora can sometimes be too aggressive or overbearing. She may occasionally need to use a more respectful, low-key style in her interactions with other people, especially in a cohesive team where all members operate on the basis of equality.
- Nora may sometimes be too socially distractible and overly influenced by interpersonal cues. She may spend too much time talking or interacting with others on the job when she should be focusing on the work at hand.
- At times, Nora may need to be more circumspect in her speech and behavior. She may be a bit too candid or blunt in what she says to others.
- Nora may, at times, have difficulty viewing problems, situations, and other people in a realistic, objective manner. Her judgment may be clouded by her own feelings on occasion. Nora may give too much weight to the perceived feelings of other people in choosing among decision alternatives.

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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?]

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.

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

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.

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- 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?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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.

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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