



Customer Service Manager Assessment Report

Candidate:
Jane Sampleuser

Date:
03/12/2020

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

Date: 03/12/2020

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				◆	
Customer Service Orientation				◆	
Emotional Stability/Resilience				◆	
Empathy					◆
Extroversion		◆			
Impression Management			◆		
Integrity			◆		
Managerial Human Relations				◆	
Openness to Change		◆			
Optimism / Enthusiasm				◆	
Task Structure			◆		
Teamwork Orientation			◆		
Work Drive			◆		
Overall Cognitive Aptitude					◆

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

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 **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 50-59%ile

Jane 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.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

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.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

<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.

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.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

<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.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

Personality Assessment

Strengths:

- She is very kind, agreeable, and accommodating. Jane will not be disruptive in group settings and will avoid conflict whenever possible. She is generous and giving of her time and attention.
- Jane has a low-key managerial style. She will not be perceived as bossy, domineering, or controlling. Jane will make requests of others in a respectful manner.
- She fulfills her job responsibilities reliably and conscientiously. Jane typically does what she says she will do in a manner others can depend on. She carries out job tasks and assignments in a fairly systematic, organized manner, paying attention to details and quality standards.
- Jane emphasizes customer service and satisfaction in her work. She typically addresses the concerns and preferences of customers in a prompt, responsive manner.
- She has fairly good control over her emotions and can handle most forms of job stress. When subjected to normal pressures on the job, Jane keeps her composure.
- She makes an effort to understand and resonate to the feelings and problems of other people. Jane should be good at reading the moods and concerns of customers. She is an empathetic, considerate person who can get close to the people she works with and will offer a helping hand to those in need.
- Somewhat introverted, Jane is not one to waste words or engage in much casual, extraneous conversations in the workplace. She functions comfortably in situations that do not require extensive interaction with others.
- Jane can balance an ability to make a good impression with her desire to be sincere and candid. She acts appropriately in most situations and strives to create a favorable image. However, Jane will not act in a phony or misleading manner.
- Jane scores in the average range on integrity. She is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.
- As a manager, Jane is concerned with the feelings, attitudes, and sensitivities of the people who report to her. Their morale and emotional well-being are priorities for her. Jane is empathetic and comfortable relating to subordinates on a personal level. She tends to use praise and affirmation rather than criticism or reprimand to motivate them.
- Jane will give subordinates some autonomy and leeway in how they perform their work, but not a free rein. She also communicates expectations, keeps an eye on performance levels, and gives some feedback for improvement as needed.
- She prefers to set up a standard way of doing things and develop a routine that leads to predictable outcomes. Jane supports established organizational conventions and protocol. She is most comfortable with standardized job tasks that she has often done in the past.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

- Jane often emphasizes what is good and promising when appraising current situations as well as future possibilities. She is usually upbeat and tries to accentuate the positive in her work situations.
- Jane works comfortably in situations requiring independence as well as in situations where she must work cooperatively with others. She can adapt well to a job that calls for both individual and team contributions.
- Jane has an average work drive, which should be enough to meet most job demands. She will not be an idler or a slacker on the job.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 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 is more of a follower than a leader. She tends to avoid problems, conflicts, and choosing a course of action that others may dislike. Jane may be too unassertive to be effective in this job.
- Jane could strengthen her communication and social skills. She may need to be more expressive, sociable, and outgoing in her job-based interactions.
- Jane'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. Jane needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.
- Jane may, at times, need to be more of a hands-on manager and be more attuned to what is going on with her subordinates. She could be more regularly involved in such functions as goal-setting, performance monitoring, and giving contingent feedback to employees.
- Sometimes coming across as set in her ways, Jane may not be willing enough to try and promote new practices and procedures on her job. Subordinates may not feel comfortable suggesting ideas for improvement to her. She may not be receptive enough to company-sponsored innovation or training and development activities.
- Jane may need to be more concerned with teamwork and cooperation. She could do more to help coworkers, work toward common goals in a cooperative manner, and help promote group cohesion.
- She may, at times, need to invest more time and effort into her work. Long-term job success and organizational advancement may require Jane to extend herself more to meet pressing or heavy job demands.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 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?

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.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

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?

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?

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.

Customer Service Manager Assessment Report

Candidate: Jane Sampleuser

Date: March 12, 2020

The information contained in this report is Resource Associates, Inc. business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at (865) 579-3052 or by sending E-mail to info@resourceassociates.com.