



## **Executive / Senior Manager I Assessment Report**

**Candidate:**  
**Anne Sampleuser**

**Date:**  
**02/23/2020**

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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				◆	
Competitiveness			◆		
Conscientiousness	◆				
Customer Service Orientation				◆	
Emotional Stability				◆	
Extrinsic Motivation		◆			
Extroversion				◆	
Goal-Setting				◆	
Integrity					◆
Managerial Human Relations					◆
Openness				◆	
Optimism			◆		
Social Networking					◆
Task Structuring	◆				
Teamwork				◆	
Visionary Leadership				◆	
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 Anne's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 80-89%ile

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

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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.

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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 usually gets along smoothly with other people in the workplace. Anne tends to have amiable relations with coworkers.
- Anne is fairly forceful and assertive. She is inclined toward a leadership role and is comfortable with managerial responsibilities.
- In some situations, Anne is competitively driven and motivated to outperform others in similar jobs. However, when this happens, she tends to compete in a congenial manner rather than trying to "beat" everyone else.
- She can readily adapt to changing circumstances and conditions on the job. Anne is spontaneous and well able to improvise when the unexpected occurs.
- Anne tries to meet customers' needs and requests in a timely, personalized manner. She is fairly focused on keeping them satisfied.
- Anne has a sound level of emotional resilience. She can cope effectively with most forms of job stress and pressure. She is fairly level-headed and collected in times of work crises and group conflict. Subordinates will not expect an angry response by Anne when they approach her with bad news.
- Anne is somewhat more motivated by intrinsic, inter-personal factors than by extrinsic financial rewards in her job. She is likely to respond favorably to opportunities for job challenge, variety, autonomy, and responsibility rather than to promises of higher bonuses and commissions.
- Anne is usually sociable, outgoing, and friendly in her work-based interactions. She is likely to be a capable communicator who shares her ideas and views readily with other employees.
- She usually includes goal setting in planning her work as a way to prioritize her tasks and to ensure she is using her time well.
- Anne 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. Anne will be a good role model of integrity for the people who report to her.
- As a manager, Anne 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. Anne is likely to enjoy employee coaching and mentoring.
- Anne is receptive to new ways of doing things on her job, and will likely create a work environment where employees offer suggestions for improvement. Anne will be motivated by most opportunities for job training and professional development, both for herself and the people who report to her.
- Guardedly optimistic in her approach to work, Anne will not only look for positive qualities in most situations and people, but also has a healthy amount of skepticism. She is likely to set reasonable goals for the people who report to her.



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- Anne enjoys using and developing a wide range of social relationships in the community as a way to help your company be more successful. She will make the time to attend various groups as a way to meet new people who could serve as valuable alliances and as useful sources of information.
- As a manager, Anne is likely to empower her subordinates and trust them to work autonomously. She delegates well and expects the people who report to her to function in a self-reliant manner, once she sets general goals and objectives. Anne's style is probably most effective with employees who are well trained and internally motivated to do well on their jobs.
- She is team-minded and concerned with group performance. Anne 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 .
- As a leader, Anne 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. Anne intuitively interprets facts, data, and information so as to clarify company strategies.
- Anne 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 sometimes be unpleasant or difficult to deal with when interacting with other people . Anne may need some feedback about being more consistently pleasant and congenial in her interactions with coworkers.
- Anne is likely to act in ways that her superiors see as unreliable, expedient, or sloppy. She may use too much discretion in how and when she does things on her job.
- Anne may not be engaged enough in managing the ongoing activities and work habits of subordinates. She may need to be much more involved in such functions as goal setting, clarifying expectations, monitoring performance levels, and giving corrective feedback as needed, especially in situations where employees are new to their jobs or are not internally motivated to do well.

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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?

### CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

### 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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