resource associates

Financial Manager Assessment Report

Candidate:

Raymond Sampleuser

Date:

12/02/2019

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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					◆
Assertive Leadership				◆	
Dependability				◆	
Detail Mindedness				◆	
Emotional Stability/Resilience					◆
Extroversion				◆	
Impression Management					◆
Integrity				◆	
Intrinsic Motivation		◆			
Managerial Human Relations				◆	
Managerial Task Structuring			◆		
Openness to Change		◆			
Optimism / Enthusiasm				◆	
Orderliness					◆
Self-Confidence				◆	
Teamwork Orientation				◆	
Work Drive				◆	

Overall Cognitive Aptitude — ◆ (midpoint of scale)

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Raymond's overall level of general intellectual aptitude to be in the **50-59 percentile** range. His individual aptitude levels are:

Abstract Reasoning	40-49%ile
Numeric Reasoning	80-89%ile
Verbal Reasoning	30-39%ile

Raymond has an average level of general cognitive aptitude. He should be able to handle most routine assignments and tasks without difficulty. He should be a satisfactory (though not outstanding) general problem-solver and information processor in this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect underlined 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.

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	Mr. Sampleuser's Responses
My career goal for five years from now…	Answer not included in public website samples.
To better myself I…	Answer not included in public website samples.
Working with coworkers who do not know as much as I do…	Answer not included in public website samples.
If I feel underutilized in my job…	Answer not included in public website samples.
To get ahead in most companies you have to…	Answer not included in public website samples.
I sometimes felt my career advancement was limited by…	Answer not included in public website samples.
My ideal job would be…	Answer not included in public website samples.

Demotivators	Mr. Sampleuser's Responses
What annoys most workers…	Answer not included in public website samples.
I would quit my job if…	Answer not included in public website samples.
At work I feel tense when…	Answer not included in public website samples.
I don't like to work with people who…	Answer not included in public website samples.
My work performance suffers when…	Answer not included in public website samples.
I would really dislike a supervisor who…	Answer not included in public website samples.

Job Satisfaction	Mr. Sampleuser's Responses
The kind of assignment I like best is…	Answer not included in public website samples.
I enjoy working with people who…	Answer not included in public website samples.

I would turn down a job if…	Answer not included in public website samples.
The best way to get ahead in an organization…	Answer not included in public website samples.
The most fulfilling job I had…	Answer not included in public website samples.
My greatest satisfaction in a job…	Answer not included in public website samples.
A boss deserves loyalty if…	Answer not included in public website samples.
What I want most from a job is…	Answer not included in public website samples.
The best type of supervisor for me would be someone who...	Answer not included in public website samples.
Working closely with other people…	Answer not included in public website samples.

Leading a Team	**Mr. Sampleuser's Responses**
The way I get people to work together is…	Answer not included in public website samples.
I get people to participate in team discussions by…	Answer not included in public website samples.
Creating a strong team is not as important as…	Answer not included in public website samples.
Content of my team meeting typically consists of…	Answer not included in public website samples.
Team meetings are best used for…	Answer not included in public website samples.

Management Style	**Mr. Sampleuser's Responses**
As a manager, my greatest satisfaction at work…	Answer not included in public website samples.
Effective leadership…	Answer not included in public website samples.
Mentoring employees who report to me…	Answer not included in public website samples.
When I have to make a decision quickly…	Answer not included in public website samples.

Giving performance feedback…	Answer not included in public website samples.
When I have to reprimand or discipline an employee…	Answer not included in public website samples.
Besides supervising other people, a manager should…	Answer not included in public website samples.
The average employee…	Answer not included in public website samples.
An employee who brings personal problems to work…	Answer not included in public website samples.
The key to my success as a manager…	Answer not included in public website samples.
The biggest challenge to a manager in dealing with today's workforce…	Answer not included in public website samples.
The best way to motivate people…	Answer not included in public website samples.

Work Drive	**Mr. Sampleuser's Responses**
Responsibility at work…	Answer not included in public website samples.
Working long hours every week…	Answer not included in public website samples.
It's hard to do good work when…	Answer not included in public website samples.
When my suggestions at work are turned down I…	Answer not included in public website samples.
Having to work on the weekend…	Answer not included in public website samples.
Overnight travel…	Answer not included in public website samples.

Personality Assessment

Strengths:

- He is very concerned with getting along well with the people he works with. Raymond is consistently agreeable and will work hard to preserve harmony in social situations.

- Raymond can be directive and assertive in the way he manages employees. He usually takes the initiative and brings his influence to bear in group settings.

- Raymond tends to be a fairly trustworthy and reliable person who performs his work in a conscientious manner. He usually makes good on his commitments and does what he says he will do for customers and his employer.

- Raymond is alert to detailed requirements in his work. He can be counted on to put in the necessary time to remove errors and achieve a high quality product or service.

- He has very good control over his emotions and is able to handle considerable stress on the job. Raymond keeps his composure while under pressure.

- Raymond is usually sociable, outgoing, and friendly in his transactions with other people on the job. He should be a capable communicator who relates well to customers and coworkers.

- He tries to present himself in a highly favorable light during the application process. Raymond is very image-conscious and careful about what he says about his work background and experience.

- Raymond registers as having a sound level of integrity and honesty. He is unlikely to do things which others would consider to be improper, immoral, or dishonest.

- Raymond is typically considerate and respectful of the needs and concerns of subordinates. They are likely to see him as someone who is in touch with what they are feeling. Raymond will usually do what he can to ensure high levels of employee morale and satisfaction in his work group.

- Raymond provides some managerial oversight, but not to the extent that his subordinates feel micromanaged. He balances an emphasis on managerial control with empowerment of his employees.

- Raymond places a fairly high value on tried-and-true methods and current ways of doing things at work. If change is asked for, he will ask for an explanation and justification before altering his behavior. Raymond will gravitate toward tasks and assignments that he has done before.

- Raymond often emphasizes what is good and promising when appraising current situations as well as future possibilities. He is usually upbeat and tries to accentuate the positive in his work situations.

- He is very systematic and orderly in his work. Raymond should be good at managing information and keeping things organized.

- Raymond is usually self-confident and sure of his ability to handle most problems which might arise on his job. He will act decisively, when necessary, and move ahead on assignments in a forthright manner.

- Raymond values teamwork and interdependence in his work group. He will typically work with others in a collaborative, mutually supportive manner.

- Raymond has a fairly strong work ethic. He will often put in long hours at work or make personal sacrifices, when necessary, for his job.

Developmental Concerns:

- Raymond may be known as someone who tries to be so nice all the time that he avoids any issue that might create ill will or stir up controversy. In meetings with other managers, he will be hesitant to view a dissenting opinion.

- He may sometimes downplay weaknesses and hesitate to discuss problems that might put him in a bad light; he may be too reluctant to admit mistakes or deliver bad news.

- Raymond wants a job that provides some extrinsic rewards, such as high salary and/or financial incentives. He appreciates the potential to increase his income on a consistent basis, but he is not preoccupied with such factors.

- Raymond may sometimes grant his subordinates too much freedom and latitude. He may need to initiate more task structure and provide more managerial oversight on a regular basis.

- He needs to guard against relying too much on what he already knows and is familiar with. Raymond could be more receptive to opportunities for change, improvement, and development. As a manager, he could do more to engage his subordinates in new learning and professional development. Raymond could also be more inclined to promote continuous improvement processes within his work group.

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?]

IMPRESSION MANAGEMENT

- Our analysis of your individual answers on the personal style inventory indicates that you have a tendency to present yourself in a highly favorable manner and not admit to any shortcomings or imperfections. Please explain why this is. [Additional probe: If you are hired, how do you think this tendency will affect your progress or status reports to your boss?]

- Describe the advantages and disadvantages of presenting yourself and your work in the best possible light in the workplace.

- Describe how you change the way you present yourself to the people you work with so as to create a more favorable impression and help persuade them to your point of view.

INTRINSIC MOTIVATION

- Tell me about what 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.

- When you think about what you get out of a job, what comes to mind?

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.

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.