Manager II Assessment Report

Candidate:

Caroline Sampleuser

Date:

04/12/2020

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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					◆
Conscientiousness					◆
Dependability				◆	
Emotional Stability				◆	
Extrinsic Motivation	◆				
Extroversion					◆
Impression Management		◆			
Integrity				◆	
Managerial Human Relations					◆
Openness				◆	
Optimism					◆
Orderliness			◆		
Self-Confidence			◆		
Task Structuring		◆			
Teamwork					◆
Visionary Leadership				◆	
Work Drive					◆

Overall Cognitive Aptitude ◆

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Caroline's overall level of general intellectual aptitude to be in the **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	50-59%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Caroline 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 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	Ms. 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	Ms. 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	Ms. 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	**Ms. 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	**Ms. 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	**Ms. 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:

- She is very concerned with pleasing other people and getting along with the people she works with. Caroline is unselfish and willing to give in to other people to preserve harmony and goodwill.

- She is very assertive and forceful in her managerial style. Caroline can take charge of unstructured situations and marshal group resources for goal attainment. She will interface readily with other managers and those above her in the organization.

- She is very conscientious and trustworthy in her work habits. Caroline will perform her job in a reliable manner that others can depend on.

- Caroline is generally conscientious and dependable. She has fairly good follow-through and tries to perform her work in a reliable manner.

- She is generally resilient and well-adjusted. Caroline can weather most forms of job stress and strain without lowering her effectiveness.

- Caroline is engaged by the intrinsic aspects of the job, its variety, stimulation, and responsibility, more than its money and financial incentives. She likes to do work that is personally meaningful and significant.

- Caroline is outgoing, personable, and friendly in her job-based interactions. She will make an effort to forge good working relationships within her work group and with other organizational areas. Caroline will readily share information with other employees and be willing to listen to what they have to say.

- Caroline is not one to put on a false front or act insincerely. What you see is what you get. Among the people she works with there is likely to be a consensus of perceptions regarding Caroline.

- Caroline appears to be a principled and ethical person in how she performs job tasks and duties. She adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.

- As manager, Caroline registers as having good human relations skills. She is likely to show consideration of the feelings and concerns of employees. When they have personal problems, she listens well and tries to be understanding. Caroline will likely enjoy coaching employees for personal and professional improvement.

- Caroline is receptive to new ways of doing things on her job, and will likely create a work environment where employees offer suggestions for improvement. Caroline will be motivated by most opportunities for job training and professional development, both for herself and the people who report to her.

- She has a very optimistic, upbeat disposition. Caroline will look for the best in the people she works with and the situations she works in, even problematic ones. As a manager, Caroline tries to get the people who report to her to see future possibilities in positive terms.

- She registers as being fairly careful and methodical in the way she performs many tasks and assignments.

- As a manager, Caroline usually empowers subordinates and trusts them to do their work autonomously. After specifying general goals and objectives, she delegates frequently and expects her subordinates to function in a fairly self-reliant manner.

- She is very team-minded. Caroline encourages subordinates to work together cooperatively and supportively of each other. Her leadership style focuses on group, rather than individual, goals and accomplishments.

- As a leader, Caroline is moderately concerned with envisioning the company's future, including a desired organizational state and anticipated pathways to get there. She thinks about prospects, problems, and possibilities. She also values the function of long-range planning.

- Caroline is willing to extend herself to meet pressing demands at work. She has a high level of work drive. Working overtime or putting up with a demanding schedule will not be a problem for her. As a manager, Caroline is a good model for subordinates for working persistently to complete tasks and assignments.

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Date: April 12, 2020

Developmental Concerns:

- Caroline can sometimes try too hard to get along with everyone that she gives in on important issues just to keep the peace. People may view her as too accommodating and unwilling to address sensitive topics. In meetings with executives, she will tend to go along with the majority because she is uncomfortable with being different than everyone else.

- Caroline can sometimes come across as domineering or autocratic in a leadership role. Some subordinates may take offense from time to time with her bossy style, especially if it conflicts with team norms. She may need to be more low-key when trying to persuade employees to attain work goals or advancing her agenda with other managers.

- Caroline has such a high need for doing work that she finds challenging, interesting, and personally meaningful that she may have a hard time staying motivated, especially after she has been on the job a while. Her supervisor must find ways to keep Caroline engaged and involved in her work.

- Caroline may, at times, let her needs for social contact get in the way of team productivity such as when meetings involve a lot of general conversation. Her high need for social interaction can sometimes lower her own work efficiency.

- Caroline can sometimes be too frank and candid about her feelings and opinions. She may need to be more tactful and politically astute in the way she treats other people and comes across to them.

- Caroline's optimistic outlook may sometimes lull her into a false sense of security. She may not always prepare adequately for future concerns or unforeseen problems. Caroline may, at times, set employees up to be frustrated by encouraging them to work toward goals that are overly ambitious or unrealistic.

- As a manager, Caroline may sometimes give her employees too much latitude and discretion. She may need to be more closely involved in such functions as goal-setting, clarifying responsibilities, keeping track of work performed, and giving contingent feedback to the people who report to her.

- As a leader, Caroline may occasionally overlook the obvious when formulating future plans and proposals. She may need to be more consistently pragmatic and grounded in her decision-making style. At times, Caroline may need to focus less on long-term objectives and more on short-term goals and concerns.

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?]

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.

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

- 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.

OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.

- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?

- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

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?]

- 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.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?

- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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.