



Manager I Assessment Report

Candidate:
Joseph Sampleuser

Date:
06/22/2019

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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					◆
Conscientiousness				◆	
Dependability					◆
Emotional Stability					◆
Extrinsic Motivation	◆				
Extroversion					◆
Impression Management					◆
Integrity				◆	
Managerial Human Relations					◆
Openness					◆
Optimism		◆			
Orderliness					◆
Self-Confidence					◆
Task Structuring			◆		
Teamwork				◆	
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 Joseph's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning Top 5%ile

Verbal Reasoning 30-39%ile

Joseph has an above-average level of general cognitive aptitude. He 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.

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Personality Assessment

Strengths:

- He tends to be easy to get along with. Joseph avoids arguments and unpleasantness unless the topic or the person is one that really makes him upset.
- He is directive and assertive in his leadership style. Joseph will seize the initiative and bring his influence to bear in group settings. He can confront problems and challenges to his authority.
- He is trustworthy and conscientious in his work habits. Joseph will perform job tasks and duties in a reliable manner that others can count on.
- Joseph is a highly reliable person. He is very dependable and trustworthy in the way he carries out his work and fulfills his obligations to customers and his employer.
- Joseph has a high level of emotional stability and resilience. He can cope effectively with job stress and pressure. He is level-headed and collected in times of work crises and group conflict. Subordinates will not fear an angry response by Joseph when they approach him with bad news.
- Joseph is significantly more motivated by a job's intrinsic factors than its extrinsic rewards. He responds better to job challenge, variety, discretion, and responsibility, than monetary and financial incentives.
- Joseph registers as being extroverted, cheerful, and expressive in his job-based interactions. Most employees will feel comfortable seeking him out for sharing ideas and exchanging information. He should demonstrate good communication skills and awareness of interpersonal dynamics in the workplace.
- He is very inclined to adjust the way he presents himself to fit the situation he is in. Joseph tries to say and do things that he thinks others want to hear so that they will receive him favorably. He tries to project a positive image on the job.
- Joseph 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.
- As a manager, Joseph is very concerned with the feelings, attitudes, and sensitivities of the people who report to him. Their morale and emotional well-being are high priorities for him. Joseph is comfortable relating to subordinates on a personal level, coaching them, and using praise and affirmation rather than criticism or reprimand to motivate them.
- He will embrace new ideas and practices on his job. Joseph is very receptive to change and innovation in the workplace. Improving operations as well as the skills of subordinates will be a high priority for him on a continuing basis. He will make a concerted effort to advance his job-related knowledge and abilities.
- He is observant on the job and doesn't let emerging or potential problems escape his attention. Joseph won't take much for granted or at face value, preferring instead to look for the truth of the matter, despite appearances. As a manager, he will not be taken in by subordinates who make exaggerated or false claims about their work.
- He is methodical and systematic in the way he organizes and carries out tasks and assignments. A careful worker, Joseph is concerned with doing things correctly in an orderly manner.

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- Joseph is very sure of himself and what he can do on the job. He will project a can-do image to coworkers and customers.
- As a manager, Joseph appears to maintain a balance between overseeing subordinates and telling them what to do versus giving them some latitude and discretion in how they do their work. He is neither controlling nor hands-off in his overall supervisory style.
- He practices and promotes teamwork in his work group. As a manager, Joseph is typically concerned with getting his subordinates to work together collaboratively to achieve shared goals. Communications and problem solving are usually accomplished in a group setting rather than one-on-one with individual employees.
- Joseph has a high work drive and will put a lot of effort into meeting job demands. Long hours and an irregular schedule will not be a problem for him, even on a continuing basis. As a manager, Joseph sets a good example to subordinates of working hard.

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Developmental Concerns:

- At times, Joseph can be hard to get along with. He could make more of an effort to be consistently agreeable and pleasant in his job-based interactions.
- Joseph can sometimes be too demanding or controlling in situations where he should back off and take a more humble, low-keyed approach. He may sometimes need to be less directive and pushy in his managerial style.
- Money and other financial incentives will not be enough to fully motivate Joseph on his job. If hired, it will be important that he has sufficient opportunities for challenge, variety, and responsibility so that Joseph does not become dissatisfied and a candidate for turnover.
- Joseph may occasionally be too socially distractible and overly influenced by interpersonal cues. He may spend too much time talking or interacting with others on the job when he should be focusing on the work at hand.
- Those working with Joseph may find it difficult to get to know him or to fully trust what he says. He could improve his interpersonal effectiveness by being more authentic and genuine in the way he presents himself to the people he works with.
- Joseph may sometimes be too pessimistic and inclined to expect negative outcomes. Some people may feel that Joseph is too quick to conclude that a solution to a problem is unattainable. As a manager, Joseph could do more to get subordinates to see future plans and prospects in a positive light.
- Joseph may be overconfident at times and not realize when he does not have all the answers or could benefit from the input of others. He may overestimate his own performance capabilities and under-estimate the potential contribution of others' ideas and advice.
- Joseph may sometimes give his subordinates too much leeway and autonomy. In some situations, he may need to do more in terms of setting goals, monitoring performance, and giving feedback to the people who report to him.

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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?

ASSERTIVE LEADERSHIP

- Describe the way you establish your authority among the people who report to you.
- Tell me about a situation where you had to be especially forceful in dealing with a problem or difficult situation.
- Describe how you deal with a subordinate who refuses to do things the way you want them done.

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?

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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

- 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.

SELF CONFIDENCE

- Describe a situation where you were more confident than your coworkers or boss about the feasibility of a project or deadline. Was your confidence justified? How did others respond to your initial high level of confidence?
- Tell me about a time when you were over-confident about a project or problem at work and did not adequately estimate the level of difficulty or prepare for possible difficulties that arose.

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.

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