



**Nurse Practitioner Assessment  
Report**

**Candidate:  
Stephanie Sampleuser**

**Date:  
01/9/2020**

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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           |     |               | ◆       |               |      |
| Customer Service               |     |               |         | ◆             |      |
| Dependability                  |     |               | ◆       |               |      |
| Detail Mindedness              |     |               |         | ◆             |      |
| Emotional Stability/Resilience |     |               |         | ◆             |      |
| Empathy                        |     |               |         |               | ◆    |
| Extroversion                   |     |               |         | ◆             |      |
| Impression Management          |     |               |         |               | ◆    |
| Integrity                      |     |               |         | ◆             |      |
| Intrinsic Motivation           |     |               |         |               | ◆    |
| Managerial Human Relations     |     |               | ◆       |               |      |
| Openness to Change             |     |               |         | ◆             |      |
| Optimism / Enthusiasm          |     |               | ◆       |               |      |
| Self-Confidence                |     |               |         | ◆             |      |
| Task Structure                 |     |               |         | ◆             |      |
| Teamwork Orientation           |     |               |         |               | ◆    |
| 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 Stephanie'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 70-79%ile

Verbal Reasoning 60-69%ile

Stephanie 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.

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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.

| <b>Annoyances</b>  | <b>Ms. Sampleuser's Responses</b> |
|--|-----------------------------------|
| <i>I don't like to work with people who...</i>           |                                   |
| <i>I get annoyed at work when...</i>                     |                                   |
| <i>At times my work has suffered because...</i>          |                                   |
| <i>I would really dislike a supervisor who...</i>        |                                   |
| <i>People should recognize I am stressed out when...</i> |                                   |
| <i>It's hard to do good work when...</i>                 |                                   |
| <i>I would turn down a job if...</i>                     |                                   |

  

| <b>Ideal Job</b>                                       | <b>Ms. Sampleuser's Responses</b> |
|--|-----------------------------------|
| <i>The most fulfilling job I had...</i>                |                                   |
| <i>What I want most from a job is...</i>               |                                   |
| <i>My career goal for five years from now...</i>       |                                   |
| <i>The set of responsibilities I enjoy most are...</i> |                                   |
| <i>I enjoy working with people who...</i>              |                                   |

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| <b>Leadership Style</b>  | <b>Ms. Sampleuser's Responses</b> |
|--|-----------------------------------|
| <i>When I have to make a decision quickly...</i>                               |                                   |
| <i>My success as a manager derives from...</i>                                 |                                   |
| <i>Mentoring employees who report to me...</i>                                 |                                   |
| <i>Besides supervising other people, a manager should...</i>                   |                                   |
| <i>The best way to motivate people...</i>                                      |                                   |
| <i>The average employee...</i>   |                                   |
| <i>An employee who brings personal problems to work...</i>                     |                                   |
| <i>I deal with conflict in my team by...</i>                                   |                                   |
| <i>To increase employee commitment I...</i>                                    |                                   |
| <i>To be a valuable member of a senior management team, I try to...</i>        |                                   |
| <i>As a leader, my greatest satisfaction at work...</i>                        |                                   |
| <i>The biggest challenge to a manager in dealing with today's workforce...</i> |                                   |
| <i>When I have to reprimand or discipline an employee...</i>                   |                                   |
| <i>The organizational culture I try to create is best described as...</i>      |                                   |

| <b>Strategies for Success</b>  | <b>Ms. Sampleuser's Responses</b> |
|--|-----------------------------------|
| <i>The best way to get ahead in an organization...</i>   |                                   |
| <i>The personal strengths I possess that will help me be successful in this job include...</i> |                                   |
| <i>Working long hours every week...</i>  |                                   |
| <i>To better myself I...</i>   |                                   |
| <i>My attitude about work-home balance is...</i>   |                                   |
| <i>The key to success in my career...</i>  |                                   |
| <i>To get ahead in a company...</i>  |                                   |
| <i>When I am criticized...</i>   |                                   |

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## Personality Assessment

### Strengths:

- She is very easy to get along with. Stephanie will avoid arguments and unpleasantness whenever possible. She tries to be a nice, pleasant person in her daily interactions with coworkers and customers.
- Stephanie is moderately assertive, but not aggressive, in her managerial style. She makes requests of subordinates and provides direction to them in a straightforward manner.
- Stephanie is concerned about customer satisfaction and retention in her work. She usually tries to anticipate and fulfill client needs and demands courteously and without delay.
- Stephanie is usually reliable on her job. She fulfills most work commitments and expectations, though Stephanie also makes up her own mind about how she will do so.
- People will view Stephanie's work as accurate, precise, and thorough. She will put in extra proofing time to make sure everything is completed properly and do not contain errors.
- She is a fairly hardy, resilient person who has good control over her emotions. Stephanie can weather most forms of job stress and pressure.
- She has a high level of empathy. Stephanie can resonate to the feelings, concerns, and emotions of other people. She will be viewed by those she works with as someone who is understanding, perceptive, and easy to relate to.
- Stephanie is usually sociable, expressive, and congenial in her interactions with other people on the job. She should be a capable communicator on the job.
- She is very concerned with trying to make herself look good in the eyes of other people. Stephanie will try to highlight positive features and downplay or omit negative information about her self during the application process. She carefully manages the image she presents to other people.
- Stephanie will perform her work tasks and duties in a manner consistent with company rules and policies. She is honest and ethical in her job behavior. Employees will trust her to exercise good judgment and do the right thing, even in ambiguous situations.
- She is much more motivated by intrinsic rewards on her job than by extrinsic, tangible factors. Stephanie appreciates recognition in the form of praise and recognition of her contributions. She is also attracted to variety and personal responsibility for work outcomes.
- Stephanie is typically respectful of the needs and concerns of subordinates. Some employees may see her as considerate and understanding. Stephanie will usually try to increase work group morale when it is low.
- As a manager, Stephanie is inclined to create and maintain a structured task environment. She usually clarifies roles, duties, and assignments to subordinates and gives them appropriate performance feedback.

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- She is open to new ideas and ways of doing things on the job. Stephanie is favorably inclined toward organizational change and innovation. Stephanie continually tries to improve her knowledge, skills, and abilities as well as those of her subordinates.
- She is not one to judge others in advance of observing their behavior and performance. Stephanie takes people at their word until facts persuade her otherwise.
- Stephanie is fairly secure with herself and her performance capabilities. She will usually make decisions promptly without wavering between alternative courses of action.
- Stephanie is highly teamwork-oriented. Stephanie will contribute to cooperation and mutual assistance in her work group.
- Stephanie has an above-average work drive. She usually works hard and does what it takes, including putting in overtime or irregular hours, to meet the demands of her job.

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### Developmental Concerns:

- Stephanie could be more assertive and forceful in some situations, especially ones where her authority is being challenged, or where she needs to take a stand on an important issue. She could be more of a take-charge manager at times. Stephanie may not be viewed as having strong leadership potential by other managers in the company.
- Stephanie may need to be slightly more dependable in the way she fulfills job expectations and obligations. She can sometimes act in ways which others perceive as unreliable.
- Stephanie may have difficulty viewing other people in a realistic, objective manner. Her judgment may be clouded by her own feelings and identification with them. Stephanie may give undue weight to the perceived emotions of other people when determining what to do. Also, she may have difficulty both giving and receiving criticism because of her sensitive nature.
- Her concern about maintaining a favorable image can include self-deception; she may be "in denial" about personal shortcomings.



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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?

### 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.)

### 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 which 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.

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- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

### MANAGERIAL HUMAN RELATIONS

- As a manager, describe your approach for dealing with an employee who is having personal problems that are lowering his or her job performance.
- Tell me about how you use praise and recognition, as a manager, to motivate the people who report to you.
- Describe what you did the last time you successfully built up teamwork and morale among a group of employees.
- Describe a difficult feedback or coaching session that you have had with an employee who reported to you. What made it difficult? What happened?

### 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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