



Office Manager Assessment Report

Candidate:
Cheri Sampleuser

Date:
07/03/2020

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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 Orientation					◆
Dependability				◆	
Detail Mindedness			◆		
Emotional Stability/Resilience				◆	
Extroversion				◆	
Impression Management			◆		
Integrity				◆	
Intrinsic Motivation					◆
Managerial Human Relations					◆
Openness to Change				◆	
Optimism / Enthusiasm				◆	
Orderliness			◆		
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 Cheri'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 50-59%ile

Verbal Reasoning Top 5%ile

Cheri 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.

Annoyances	Ms. Sampleuser's Responses
<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>	

Ideal Job	Ms. Sampleuser's Responses
<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>	

Leadership Style	Ms. Sampleuser's Responses
<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>	

Office Manager Assessment Report

Candidate: Cheri
Date: Sampleuser
July 03, 2020

<i>The organizational culture I try to create is best described as...</i>	
Strategies for Success	Ms. Sampleuser's Responses
<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 usually gets along smoothly with other people in the workplace. Cheri tends to have amiable relations with coworkers.
- Cheri is moderately influential, but not pushy or bossy, in her leadership style. She makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- Cheri is highly committed to providing responsive, courteous service to customers. She tries to anticipate, meet, and follow-through on customer concerns and requests.
- Cheri should be reasonably conscientious and reliable on the job. She is typically responsible and trustworthy in the way she performs her job and discharges her duties to customers and her employer.
- She has fairly good control over her emotions and can handle most forms of job stress. When subjected to normal pressures on the job, Cheri keeps her composure.
- Cheri registers as being fairly outgoing, cordial, and friendly in her job-based interactions. She is usually a good communicator who relates pleasantly to customers.
- Cheri 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.
- Cheri strives for meaningfulness and personal gratification in her work. Cash prizes and bonuses have little or no motivational value for her, while challenges and variety motivate her a great deal.
- As a manager, Cheri shows respect for the feelings of subordinates and sensitivity to their concerns and problems. She does things to make them feel valued and appreciated, frequently using praise and recognition. Coaching and mentoring will probably be a key component of her management style.
- Cheri is not one to crowd her subordinates or to second-guess their decisions and actions. As a manager, she gives them considerable job autonomy and discretion. Cheri works best with employees who are responsible and self-directed to perform well.
- Cheri is receptive to new ways of doing things on her job, and will likely create a work environment where employees offer suggestions for improvement. Cheri will be motivated by most opportunities for job training and professional development, both for herself and the people who report to her.
- Cheri is hopeful and optimistic most of the time. She tends to look for the best in other people and usually emphasizes their good qualities.
- Cheri is moderately organized and systematic in the way she approaches and completes job tasks.
- Cheri is a fairly team-minded person. She is usually willing to work with others in a cooperative, mutually supportive manner.
- Cheri has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job.

Office Manager Assessment Report

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Developmental Concerns:

- In trying to handle situations that are particularly upsetting or aggravating, she can sometimes be disagreeable or harsh in how she comes across to others. Cheri might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Cheri could be more persuasive and influential in her leadership style. She could be more willing to take charge of problem situations and impose her will on other people. Cheri may not be a strong advocate for her work group or department in meetings with upper management.
- Cheri's work needs extra supervision and review to deal with her somewhat careless style which will produce more than average level of errors. She needs to be instructed on proper methods for checking details or possibility of errors.
- Cheri may be too non-directive as a manager and give the people who report to her too much freedom. She may need to be more engaged in such functions as scheduling, directing, setting goals, monitoring performance, and giving corrective feedback to employees, if her work group is to achieve optimal levels of performance.

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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?

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

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.

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.

Office Manager Assessment Report

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- 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.

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