



**Patient Care Supervisor  
Assessment Report**

**Candidate:  
Lisa Sample**

**Date:  
08/09/2020**

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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			◆		
Customer Service Orientation				◆	
Emotional Stability/Resilience				◆	
Empathy					◆
Extroversion			◆		
Impression Management	◆				
Integrity				◆	
Managerial Human Relations					◆
Openness to Change	◆				
Optimism / Enthusiasm				◆	
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 Lisa'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	Top 5%ile
Verbal Reasoning	50-59%ile

Lisa 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>Career Growth</b>	<b>Ms. Sample's Responses</b>
<i>My career goal for five years from now...</i>	
<i>To better myself I...</i>	
<i>Working with coworkers who do not know as much as I do...</i>	
<i>If I feel underutilized in my job...</i>	
<i>To get ahead in most companies you have to...</i>	
<i>I sometimes felt my career advancement was limited by...</i>	
<i>My ideal job would be...</i>	
<b>Demotivators</b>	<b>Ms. Sample's Responses</b>
<i>What annoys most workers...</i>	
<i>I would quit my job if...</i>	
<i>At work I feel tense when...</i>	
<i>I don't like to work with people who...</i>	
<i>My work performance suffers when...</i>	
<i>I would really dislike a supervisor who...</i>	
<b>Job Satisfaction</b>	<b>Ms. Sample's Responses</b>
<i>The kind of assignment I like best is...</i>	
<i>I enjoy working with people who...</i>	
<i>I would turn down a job if...</i>	
<i>The best way to get ahead in an organization...</i>	
<i>The most fulfilling job I had...</i>	
<i>My greatest satisfaction in a job...</i>	
<i>A boss deserves loyalty if...</i>	
<i>What I want most from a job is...</i>	

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<i>The best type of supervisor for me would be someone who...</i>	
<i>Working closely with other people...</i>	

<b>Leading a Team</b>	<b>Ms. Sample's Responses</b>
<i>The way I get people to work together is...</i>	
<i>I get people to participate in team discussions by...</i>	
<i>Creating a strong team is not as important as...</i>	
<i>Content of my team meeting typically consists of...</i>	
<i>Team meetings are best used for...</i>	

<b>Management Style</b>	<b>Ms. Sample's Responses</b>
<i>As a manager, my greatest satisfaction at work...</i>	
<i>Effective leadership...</i>	
<i>Mentoring employees who report to me...</i>	
<i>When I have to make a decision quickly...</i>	
<i>Giving performance feedback...</i>	
<i>When I have to reprimand or discipline an employee...</i>	
<i>Besides supervising other people, a manager should...</i>	
<i>The average employee...</i>	
<i>An employee who brings personal problems to work...</i>	
<i>The key to my success as a manager...</i>	
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	
<i>The best way to motivate people...</i>	

<b>Work Drive</b>	<b>Ms. Sample's Responses</b>
<i>Responsibility at work...</i>	
<i>Working long hours every week...</i>	
<i>It's hard to do good work when...</i>	
<i>When my suggestions at work are turned down I...</i>	
<i>Having to work on the weekend...</i>	

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Overnight travel...	
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## Personality Assessment

### Strengths:

- She is consistently agreeable, easygoing, and amiable. Lisa will go the extra mile to maintain a pleasant, harmonious working environment.
- As a manager, Lisa is not aggressive or overbearing. She will be fairly respectful and accommodating of others in group settings.
- She is often conscientious and dependable in her job performance. Yet, Lisa can also adjust to changing circumstances and be flexible in how and when she carries out tasks and assignments.
- Lisa places substantial emphasis on customer satisfaction and retention in her work. She usually tries to anticipate and fulfill customer needs and demands courteously and without delay.
- She has fairly good control over her emotions and can handle most forms of job stress. When subjected to normal pressures on the job, Lisa keeps her composure.
- She is very attuned to other people's behavior and pays a lot of attention to their feelings and emotional states. Lisa is likely to be perceived by the people she works with as someone who is empathetic and considerate. When they have problems, she will make herself available to assist them.
- Lisa tends to be cordial and sincere in her work-based interactions. She won't be swayed by social factors when making decisions or attending to her own job tasks and duties.
- Lisa presents herself in a very sincere, unpretentious manner. She is not one to exaggerate the facts or say something just because she thinks it is what the other person wants to hear. Lisa projects a consistent image to the people she works with, regardless of the situation.
- Lisa 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 a manager, Lisa is very concerned with the feelings, attitudes, and sensitivities of the people who report to her. Their morale and emotional well-being are high priorities for her. Lisa is comfortable relating to subordinates on a personal level, coaching them, and using praise and affirmation rather than criticism or reprimand to motivate them.
- Lisa 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. Lisa works best with employees who are responsible and self-directed to perform well.
- She is most comfortable with tried-and-true practices and procedures. Lisa relies heavily on current skills and knowledge. She is not one to make sudden changes or to readily alter her problem-solving style. Lisa gravitates towards job tasks and assignments that she is very familiar with and has done repeatedly in the past.

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- Lisa often expects favorable outcomes in the future, both for herself and her customers. Being fairly optimistic, she tries to look for the best in others and on the bright side of most situations.
- Lisa is fairly supportive of organizational goals for teamwork and cooperation. She usually contributes to cohesiveness and interdependence in her work group.
- Lisa has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job.

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### Developmental Concerns:

- As someone who aims to be known as pleasant and easy-going, Lisa is likely to avoid dealing with difficult issues that would reveal underlying conflict or disagreement. If she participates in the senior management team, she will have a tendency to go along with the majority no matter what her own opinion.
- Lisa is fairly unassertive, which will limit her leadership potential. She may be too accommodating of other people and avoidant of conflicts or problem situations to be effective in this job. Lisa will have trouble handling difficult, divisive employees, and interpersonal conflict within her work group.
- Lisa sometimes acts in ways that others see as undependable or of unacceptable quality. She may need to reduce the gap between her job performance and what is expected by her boss or employer.
- Lisa could strengthen her communication effectiveness. She could, at times, be more outgoing, personable, and warmhearted in her job-based interactions.
- Lisa could improve her interpersonal effectiveness by adjusting her approach to fit her audience and situation. She could gear her presentations and statements more toward the person she is trying to influence.
- Lisa may need to manage more closely at times. She could do more to initiate structure for her subordinates, including such functions as monitoring tasks, setting specific criteria for performance, giving feedback, and making suggestions for improvement, especially when dealing with new employees or employees who perform best with direction and oversight.
- She is unlikely to be open to new learning and professional development, both for herself and the people who report to her. Lisa may be resistant to organizational change and innovation. She may not be motivated to personally acquire, or encourage subordinates to acquire, new job-related knowledge, skills, and abilities.

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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?

### 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.

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## 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

- 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.

## 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.

## 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.

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