



Plant Manager Assessment Report

Candidate:
Kenton Sample

Date:
07/29/2020

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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					◆
Emotional Stability					◆
Extroversion				◆	
Impression Management	◆				
Integrity					◆
Managerial Human Relations					◆
Openness				◆	
Optimism					◆
Orderliness					◆
Self-Confidence				◆	
Task Structuring			◆		
Teamwork			◆		
Tough Mindedness		◆			
Visionary Leadership			◆		
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 Kenton's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	Top 5%ile
Verbal Reasoning	Top 10%ile

Kenton has a very high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a very heavy information-processing load on this job.

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.

Career Growth	Mr. Sample's Responses
<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>	

Demotivators	Mr. Sample's Responses
<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>	

Job Satisfaction	Mr. Sample's Responses
<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>	

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

Leading a Team	Mr. Sample's Responses
<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>	

Management Style	Mr. Sample's Responses
<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>	

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<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>	

Work Drive	Mr. Sample's Responses
<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>	
<i>Overnight travel...</i>	

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Personality Assessment

Strengths:

- He much prefers to get along with other people and to have smooth working relations. Kenton puts a great deal of effort into coming across as courteous and amiable in his interactions with other people .
- He is directive and assertive in his leadership style. Kenton will seize the initiative and bring his influence to bear in group settings. He can confront problems and challenges to his authority.
- He is very conscientious and trustworthy in his work habits. Kenton will perform his job in a reliable manner that others can depend on.
- Kenton 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 Kenton when they approach him with bad news.
- Kenton registers as being outgoing, cordial, and friendly in most job-based interactions. He is a fairly effective communicator who maintains a good flow of information in his work group .
- Kenton is not one to put on a false front or act insincerely. What you see is what you get. Among the people he works with there is likely to be a consensus of perceptions regarding Kenton.
- Kenton is highly likely to perform job tasks and duties with a high level of integrity. He can be trusted to adhere to company rules, policies, and guidelines, even when placed in situations that permit individual discretion. Kenton will serve as a good role model for ethical behavior for his subordinates and other members of the organization.
- As a manager, Kenton 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. Kenton 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 is open to new learning on the job. Kenton will be inclined to adopt and promote planned change programs and innovation initiatives in the workplace. He will listen to employee suggestions for continuous improvement. Kenton will be energized by most opportunities for work-related training and development.
- He consistently anticipates favorable outcomes in the workplace, both for himself and the people who report to him. Kenton has very positive job expectations, even when faced with problems. Others in the organization, including his boss, are likely to appreciate the “can-do” attitude that Kenton projects.
- He is very methodical and organized in the way he approaches and carries out tasks and assignments. He will be comfortable keeping track of data and information.
- Kenton is usually self-confident and sure of his ability to handle most problems which might arise on his job. He will act decisively, when necessary, and move ahead on assignments in a forthright manner.
- Kenton will give subordinates some autonomy and leeway in how they perform their work, but not a free rein. He also communicates expectations, keeps an eye on performance levels, and gives some feedback for improvement as needed.

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- He encourages independent action in the service of collective goals. Kenton will try to promote a sense of common purposes among team members, while also communicating one-on-one with individuals as needed.
- Kenton is fairly considerate and respectful of the feelings of the people he works with. He will usually be seen by coworkers as someone who is tender-minded, sympathetic, and compassionate.
- Kenton has an average work drive, which should be enough to meet basic job demands. He will not be an idler or a slacker on the job. As a manager, Kenton will expect reasonable levels of effort from subordinates.

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Developmental Concerns:

- As a leader, Kenton may put so much energy into creating a pleasant working environment where everyone gets along, he may fail to address problems that lead to disagreement and conflict. As such, interpersonal differences go unresolved and other sensitive topics are put off until they reach emergency status. If a senior manager presents a proposal, he will tend to agree without going through a serious critique.
- Kenton can sometimes come across as domineering or autocratic in a leadership role. Some subordinates may take offense from time to time with his bossy style, especially if it conflicts with team norms. He may need to be more low-key when trying to persuade employees to attain work goals or advancing his agenda with other managers.
- Kenton could improve his interpersonal effectiveness by adjusting his approach to fit his audience and situation. He could gear his presentations and statements more toward the person he is trying to influence.
- Kenton's optimistic outlook may sometimes lull him into a false sense of security. He may not always prepare adequately for future concerns or unforeseen problems. Kenton may, at times, set employees up to be frustrated by encouraging them to work toward goals that are overly ambitious or unrealistic.
- Kenton could do more, at times, in terms of organizing duties, responsibilities, and assignments. He could be more regularly involved in such functions as goal-setting, monitoring performance, and providing feedback to subordinates.
- As a manager, Kenton may need to place more emphasis on teamwork and interdependence among his subordinates. He could do more to get them to work together cooperatively to attain shared goals.
- Kenton may, at times, have difficulty viewing problems, situations, and other people in a realistic, objective manner. His judgment may be clouded by his own feelings on occasion. Kenton may give too much weight to the perceived feelings of other people in choosing among decision alternatives.
- Kenton may need to rev up his work drive at times if he is to really succeed in this job. This may necessitate going above and beyond normal effort levels to meet pressing or irregular job demands. If Kenton is unwilling to work hard enough to fulfill work requirements, this could also make subordinates unwilling to do so.

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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 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.

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?

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- 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.

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.

TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.
- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)

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- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

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.

WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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