



**Product Manager Assessment
Report**

**Candidate:
Megan Sampleuser**

**Date:
04/03/2020**

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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					◆
Conscientiousness				◆	
Emotional Stability			◆	◆	
Empathy			◆		
Extroversion		◆			
Impression Management	◆				
Integrity				◆	
Managerial Human Relations					◆
Openness			◆		
Optimism			◆		
Task Structuring		◆			
Teamwork			◆		
Travel Tolerance	◆				
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 Megan'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 80-89%ile

Verbal Reasoning 50-59%ile

Megan 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.

Career Growth	Ms. Sampleuser's Responses
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.
Demotivators	Ms. Sampleuser's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

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Job Satisfaction	Ms. Sampleuser's Responses
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.
Leading a Team	Ms. Sampleuser's Responses
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.

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<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.
Management Style	Ms. Sampleuser's Responses
<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.

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<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.
Work Drive	Ms. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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Personality Assessment

Strengths:

- She much prefers to get along with other people and to have comfortable working relations. Megan will defer to the preferences and demands of others and strive to maintain a pleasant atmosphere in her work group.
- She is very assertive and forceful in her managerial style. Megan can take charge of unstructured situations and marshal group resources for goal attainment. She will interface readily with other managers and those above her in the organization.
- She fulfills her job responsibilities reliably and conscientiously. Megan typically does what she says she will do in a manner others can depend on.
- She is generally stable and well-adjusted. Megan can usually work with composure under hectic conditions and job stress.
- Megan is a fair-minded person who has the ability to understand the concerns and preferences of others without being overly emotionally influenced in her decision-making. The people she works with are likely to respect her for the ability to be fairly sensitive to their concerns and yet reasonably objective in her conclusions and decisions.
- Megan is a fairly efficient, to-the-point communicator who does not waste time in extraneous conversations or chit-chat on the job. She can usually focus on immediate problems and work comfortably in situations requiring sustained concentration without wasting time at work on personal conversations.
- Megan is not one to put on a false front or act insincerely. What you see is what you get. Among the people she works with there is likely to be a consensus of perceptions regarding Megan.
- Megan scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.
- As a manager, Megan tries to be very responsive to the thoughts and feelings of her subordinates. They are likely to see her as someone who is considerate and understanding. When negative attitudes emerge, she moves quickly to resolve them.
- Her propensity to learn, change, and innovate on the job is about average. When new ideas or company-sponsored change initiatives are presented to Megan, she is more likely to accept them if substantial justification is provided.
- Guardedly optimistic in her approach to work, Megan will not only look for positive qualities in most situations and people, but also has a healthy amount of skepticism. She is likely to set reasonable goals for the people who report to her.
- As a manager, Megan usually lets subordinates perform their jobs in a self-directed manner. Not a micromanager, she gives the people who report to her a fair amount of latitude in how they carry out their duties and assignments.

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- She encourages independent action in the service of collective goals. Megan will try to promote a sense of common purposes among team members, while also communicating one-on-one with individuals as needed.
- Megan will work long hours and an irregular schedule when needed. Her work drive is high and she will readily “go the extra mile” to complete projects and meet deadlines. As a manager, Megan will provide a good role model for hard work.

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Developmental Concerns:

- As someone who aims to be known as pleasant and easy-going, Megan 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.
- Megan may come across as too reserved, withdrawn, or impersonal. Some employees may be reluctant to ask questions or share information with her. She could communicate more readily and extensively in some situations.
- Megan can sometimes be too frank and candid about her feelings and opinions. She may need to be more tactful and politically astute in the way she treats other people and comes across to them.
- Megan could be more willing to experiment with new ideas and procedures on her job. Some employees may perceive her as being unwilling to listen to ideas for change. She could be more interested in professional development and continued learning, both for herself and the people who report to her.
- Megan may sometimes not be engaged enough in managing the ongoing activities and work accomplishments of her subordinates. She could be more involved in such functions as goal setting, clarifying expectations, monitoring performance levels, and giving corrective feedback as needed.
- Megan may need to be more concerned with teamwork and cooperation among her subordinates. She could try harder to get them to help each other and to work cooperatively to achieve common goals.
- Megan sees job-related travel away from home in primarily negative terms. She wants to avoid it if she can and will become significantly stressed out if she can't avoid it.

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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?

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.

EMPATHY

- Tell me about a time when you were able to establish rapport with a "difficult" person.

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- 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?

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?

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.

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.

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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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.

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