



## **Project Manager Assessment Report**

**Candidate:**  
**Alissa Sampleuser**

**Date:**  
**02/17/2020**

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

Abstract Reasoning 80-89%ile

Numeric Reasoning Top 5%ile

Verbal Reasoning 80-89%ile

Alissa has a very high level of general cognitive aptitude. She 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	Ms. Sampleuser'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	Ms. Sampleuser'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	Ms. Sampleuser'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>	
<i>The most fulfilling job I had...</i>	
<i>My greatest satisfaction in a job...</i>	

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<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>	

<b>Leading a Team</b>	<b>Ms. Sampleuser'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. Sampleuser'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>	

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<i>The best way to motivate people...</i>	
<b>Work Drive</b>	<b>Ms. Sampleuser'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>	
<i>Overnight travel...</i>	

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## Personality Assessment

### Strengths:

- She is very motivated to have smooth, amiable working relationships. Alissa is quite accommodating and compliant, particularly when conflict arises. She tries to be civil and polite at all times.
- Alissa can be directive and assertive in the way she manages employees. She usually takes the initiative and brings her influence to bear in group settings.
- She is moderately trustworthy and conscientious in the way she does her work. Alissa also uses a fair amount of her own judgment in determining when and how she will carry out her job responsibilities and commitments.
- She is generally stable and well-adjusted. Alissa can usually work with composure under hectic conditions and job stress.
- Alissa is typically cordial, friendly, and expressive. She will usually be an effective communicator and facilitator of interactions among employees.
- Alissa is not usually one to put on a false front or act insincerely. First impressions of her generally are correct.
- Alissa scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.
- Alissa is very considerate and respectful of the needs and concerns of subordinates. They are likely to see her as someone who is in touch with what they are feeling. Alissa will look for ways to ensure high levels of employee morale and satisfaction in her work group. She is inclined toward coaching and mentoring employees.
- She is typically progressive and open-minded. Alissa is usually ready to adopt and disseminate new ways of doing things and engage in innovation initiatives. She will be concerned with continuous improvement, job training, and employee development.
- Alissa often emphasizes what is good and promising in current situations as well as future possibilities. She has an upbeat style which she uses to accentuate the positive in her work situations. She will usually keep a positive frame of mind when confronted with job setbacks and obstacles, and she will encourage subordinates to do the same. Others in the organization, including her boss, are likely to appreciate the "can-do" attitude that Alissa projects most of the time.
- She is moderately systematic and reasonably organized. However, Alissa can improvise or go with the flow when it is helpful to do so.
- She is typically self-confident. Alissa has a fair amount of assurance in her own abilities. She will approach most tasks with assurance that she can handle problems that arise on her job.
- As a manager, Alissa is likely to empower her subordinates and trust them to work autonomously. She delegates well and expects the people who report to her to function in a self-reliant manner, once she sets general goals and objectives. Alissa's style is probably most effective with employees who are well trained and internally motivated to do well on their jobs.

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- Fairly independently-minded, Alissa does not usually need to consult with others to validate her decisions and beliefs. She often prefers to work on her own without the constraints of group membership. As a manager, Alissa tends to focus on the goals, functioning, and accomplishment of individual employees.
- She usually prefers to work on practical problems which have a short time frame for solution. Alissa is fairly concerned with real problems facing the organization and concrete ways to solve them. For the most part, she is mindful of immediate priorities and what needs to be done next

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### Developmental Concerns:

- When sensitive issues arise that require the leader to bring competing viewpoints to the table and hash out a reasonable solution, Alissa will put off that type of discussion because she prefers to minimize conflict and preserve harmony. When she is in discussions with other managers, she will frequently side with the majority so that she does not have to defend a different perspective .
- Alissa can sometimes come across as domineering or autocratic in a leadership role. Some subordinates may take offense from time to time with her bossy style , especially if it conflicts with team norms. She may need to be more low-key when trying to persuade employees to attain work goals or advancing her agenda with other managers.
- Alissa can sometimes use too much discretion in deciding how and when she will carry out job tasks, duties, and responsibilities. She could be more conscientious and reliable, at times, in her work habits.
- Alissa tends toward being a bit sloppy in terms of checking her work for errors and oversights. To ensure acceptable results, her work will require extra supervision and oversight.
- Alissa could improve her interpersonal effectiveness by adjusting her approach to fit her audience and situation. She could tailor her presentations and statements more toward the person she is trying to influence.
- As a manager, Alissa is likely to be too non-directive and removed from the day-to-day activities and performance levels of her subordinates to maximize their contribution to the company. She may need to do much more in the way of structuring tasks, monitoring outcomes, and giving performance feedback to subordinates, especially when employees are new to their jobs or function best with managerial oversight.
- She may, at times, over-emphasize the individual contributor role at the expense of shared goals, coordinated action, and work group accomplishment. As a manager, Alissa could do more to get employees to function together in an interdependent, mutually supportive manner. She probably needs to spend more time relating to employees in a team context rather than individually.
- She may need to approach problem-solving more proactively, rather than just responding to what is happening now. Alissa should guard against becoming too narrow in her focus.
- Compared to other successful managers, her work drive score falls in the below-average range. Alissa may not be willing enough to put in overtime hours, come into work unexpectedly during non-work hours, or go above and beyond the call of normal duty to handle job problems. She may be viewed as lacking in commitment to her job or employer. As a manager, she may fail to inspire subordinates to work hard to complete projects in a timely manner.

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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?]

### 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.

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### 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.
- 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.

### 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 .

### 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.

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- 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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