



Technical Analyst Assessment Report

**Candidate:
Link Phillips**

**Date:
04/02/2012**

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Prepared For: Resource Associates

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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				◆	
Assertiveness		◆			
Conscientiousness				◆	
Detail Mindedness				◆	
Drug Use Potential		◆			
Emotional Stability / Resilience			◆		
Integrity					◆
Intrinsic Motivation					◆
Orderliness					◆
Preference for a Quiet Job			◆		
Teamwork			◆		
Tolerance For Mundane Work				◆	
Work Drive				◆	
Overall Cognitive Aptitude					

Technical Analyst Assessment Report

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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 Link's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	70-79%ile

Link has an above-average level of general cognitive aptitude. He 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.

Technical Analyst Assessment Report

Candidate: Link Phillips

Date: April 02, 2012

Personality Assessment

Strengths:

- He is concerned with getting along well with the people he works with. Most of the time, Link is agreeable and inclined to preserve harmony in social situations.
- Fairly mild-mannered, Link generally follows the lead of others. He is usually accommodating and willing to subordinate his own interests to those of his work group or the company he works for.
- He is conscientious and dependable in the way he works. Link will typically follow through on his commitments and do what he says he will do.
- He is careful and detail-minded in how his work is performed, and will put in the extra time for error-proofing to make sure the results are accurate and conform to specifications.
- He is usually stable and in control of his emotions. Link can handle most normal forms of job stress without lowering his job effectiveness.
- Link is likely to perform his work in a manner fully consistent with company rules and policies. He is quite honest and ethical on the job. Link will make decisions in a professional manner without compromising integrity.
- Link strives for meaningfulness and personal gratification in his work. Cash prizes and bonuses have little or no motivational value for him, while challenges and variety motivate him a great deal.
- He is methodical and systematic in the way he organizes and carries out tasks and assignments. A careful worker, Link is concerned with doing things correctly in an orderly manner.
- Link can tolerate some quiet time and some social interaction during the day. Experiences at either extreme would be objectionable and would reduce his productivity.
- Link prefers some independence in addition to cooperative activity in his work. He values both team player and individual contributor functions in achieving organizational goals.
- He can handle a fairly high level of task repetition and mundane work. Link has an above-average tolerance for boredom on the job.
- With an above-average work drive, Link works energetically and persistently to fulfill job responsibilities. He is usually willing to extend himself, when necessary, to meet heavy or irregular job demands, including working long hours.

Technical Analyst Assessment Report

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Date: April 02, 2012

Developmental Concerns:

- Link may sometimes be too reticent or unassertive. It will be fairly difficult for him to confront problems or deal with situations which he sees as threatening, for example, participating in a debate of competing ideas, voicing formal complaints, or giving negative feedback to other people to resolve interpersonal difficulties.
- Link may have trouble coping with extensive or intensive job stress. He may not bear up as well under heavy pressure as many others who hold this job.
- Link may occasionally need to do more to contribute to group unity and cohesion in his work group. If this job requires extensive teamwork, he may need training and coaching on team functioning.

Technical Analyst Assessment Report

Candidate: Link Phillips
Date: April 02, 2012

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?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- 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 effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.

Technical Analyst Assessment Report

Candidate: Link Phillips
Date: April 02, 2012

- 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.

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.

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