



**Technical Manager Assessment
Report**

**Candidate:
Scott Sampleuser**

**Date:
02/23/2020**

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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					◆
Integrity					◆
Managerial Human Relations					◆
Openness				◆	
Optimism					◆
Task Structuring					◆
Teamwork					◆
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 Scott's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	Top 5%ile
Verbal Reasoning	30-39%ile

Scott 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.

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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. 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	Mr. 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	Mr. 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>	
<i>A boss deserves loyalty if...</i>	

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<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. Sampleuser'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. Sampleuser'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>	
<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. Sampleuser's Responses
<i>Responsibility at work...</i>	
<i>Working long hours every week...</i>	

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<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:

- Coworkers are likely to see Scott as very easy to get along with. Scott will avoid arguments and unpleasantness whenever possible. He tries to be agreeable in his daily interactions with coworkers and other people.
- As a manager, Scott is typically influential and assertive, though not overly aggressive or domineering. He will be comfortable providing work direction to subordinates and being responsible for their performance.
- He is very conscientious and dependable in the way he works. Scott will consistently follow through on his commitments and do what he says he will do. Scott is also orderly and detail-minded in the way he performs job tasks and duties.
- He is resilient in the face of job stress and strain. Scott can handle most demanding conditions and work pressure without becoming unduly frustrated or frazzled.
- Scott is extroverted, gregarious, expressive, and open about sharing his information. He is likely to be an effective communicator who is attuned to social cues and interpersonal dynamics in the workplace. Scott will try to establish and maintain contacts with other areas in the organization, including other managers and departments.
- Scott will perform his work in a manner consistent with company rules and policies. He is quite honest and principled on the job. Scott will make decisions in a professional manner without compromising integrity, which will set a good example for the people who report to him.
- Scott is very considerate and respectful of the needs and concerns of subordinates. They are likely to see him as someone who is in touch with what they are feeling. Scott will look for ways to ensure high levels of employee morale and satisfaction in his work group. He is inclined toward coaching and mentoring employees.
- He is open to change and innovation in the workplace. Scott is motivated to engage in new learning and professional development, both for himself and his subordinates.
- He has optimistic job expectations for himself and the people who report to him. Scott will emphasize what is good and promising when appraising current work situations as well as future possibilities and prospects. He will try to get subordinates to stay positive when confronted with setbacks and obstacles.
- As a manager, Scott is very concerned with organizing the work environment for subordinates. He will be closely involved in such functions as scheduling, goal-setting, performance monitoring, and providing feedback to subordinates. His work group will function in a structured manner with roles and responsibilities clearly defined.
- He is highly teamwork-oriented. As a manager, Scott promotes cooperation and interdependence in his work group. He will use group meetings to communicate expectations and share ideas.
- Scott has a high work drive and is very committed to meeting the demands of his job. He will work hard and put in long or irregular hours when needed. As a manager, Scott will consistently model a strong work ethic for subordinates.

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Developmental Concerns:

- Scott can sometimes try so hard to get along with everyone that he gives in on important issues just to keep the peace. People may view him as too accommodating and unwilling to address difficult situations .
- Scott may, at times, let his needs for social contact get in the way of team productivity such as when meetings involve a lot of general conversation. His high need for social interaction can sometimes lower his own work efficiency.
- Although Scott is probably well known for his being kind and considerate to employees and making sure they feel valued, but he may avoid the unpleasantness of giving feedback to poor performers. He may give too much slack to someone who is going through a difficult situation at home .
- He can sometimes be unduly positive in his expectations concerning people and problematic situations, leading him to possibly misuse valuable company resources by trying to solve problems that others see as a waste of effort. Employees on his team may, at times, get demoralized by being expected to accomplish impractical goals. Scott may need to temper his expectations a bit and make them more realistic.

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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?]

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?

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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?

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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