



**Training Manager Assessment
Report**

**Candidate:
Sarah Eaton**

**Date:
04/02/2012**

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Training Manager Assessment Report

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Prepared For: NAME

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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			◆		
Customer Service Orientation			◆		
Detail Mindedness		◆			
Emotional Stability					◆
Extroversion				◆	
Impression Management				◆	
Integrity				◆	
Managerial Human Relations				◆	
Openness				◆	
Optimism			◆		
Task Structuring			◆		
Team-Oriented Management				◆	
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 Sarah's overall level of general intellectual aptitude to be in the **60-69 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	50-59%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	70-79%ile

Sarah has a slightly above-average level of general cognitive aptitude. She should be able to handle most of the problem-solving demands of this job in a satisfactory 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.

	Ms. Eaton's Responses
<i>Responsibility at work...</i>	is a given.
<i>Working long hours every week...</i>	is OK if there is a need to meet a specific customer need.
<i>It's hard to do good work when...</i>	you dont get support from management.
<i>When my suggestions at work are turned down I...</i>	try to figure out why my ideas were not acceptable.
<i>Having to work on the weekend...</i>	is not good for family life.
<i>Overnight travel...</i>	is OK once in a while.
<i>As a manager, my greatest satisfaction at work...</i>	meeting my training schedule.
<i>Effective leadership...</i>	is being a good role model.
<i>Mentoring employees who report to me...</i>	is very rewarding.
<i>When I have to make a decision quickly...</i>	I do so and dont waste time.
<i>Giving performance feedback...</i>	is important to let people know where they stand.
<i>When I have to reprimand or discipline an employee...</i>	I try to do it in private.
<i>Besides supervising other people, a manager should...</i>	keep up with his own administrative and curriculum development tasks.
<i>The average employee...</i>	works hard and wants to go home at the end of his shift.
<i>An employee who brings personal problems to work...</i>	needs to deal with it before he gets to work.
<i>The key to my success as a manager...</i>	is working hard and getting things done efficiently.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	trying to understand generational differences.
<i>The best way to motivate people...</i>	is mnake sure they know what they are supposed to be doing.
<i>The way I get people to work together is...</i>	have meetings at a regular time.
<i>I get people to participate in team discussions by...</i>	asking for input on specific topics.
<i>Creating a strong team is not as important as...</i>	being efficient and productive in your own job.
<i>Content of my team meeting typically consists of...</i>	a regular schedule of topics.
<i>Team meetings are best used for...</i>	reviewing important information.
<i>The kind of assignment I like best is...</i>	presenting technical topics in a classroom environment.
<i>I enjoy working with people who...</i>	are hard working and reliable.
<i>I would turn down a job if...</i>	I was unfamiliar with the training program materials.
<i>The best way to get ahead in an organization...</i>	work hard.
<i>The most fulfilling job I had...</i>	was Training Manager at ABC Corp.
<i>My greatest satisfaction in a job...</i>	teaching a class and feeling like everyone understood what I was trying to get across.
<i>A boss deserves loyalty if...</i>	he is the boss.
<i>What I want most from a job is...</i>	security.

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<i>The best type of supervisor for me would be someone who...</i>	gave me a job to do and was available for help if needed.
<i>Working closely with other people...</i>	is useful to make sure everything is getting done in an efficient manner.
<i>My career goal for five years from now...</i>	is to be a Training Manager.
<i>To better myself I...</i>	read magazines on topics that pertain to what I am teaching.
<i>Working with coworkers who do not know as much as I do...</i>	is a good opportunity for teaching and learning.
<i>If I feel underutilized in my job...</i>	ask for more responsibility.
<i>To get ahead in most companies you have to...</i>	work hard and show that you are efficient.
<i>I sometimes felt my career advancement was limited by...</i>	too many people vying for the same position.
<i>My ideal job would be...</i>	Training Manager
<i>What annoys most workers...</i>	assignments that are not supported by an adequate budget for the goals.
<i>I would quit my job if...</i>	I felt I could get a much better career path elsewhere.
<i>At work I feel tense when...</i>	people dont seem to want to get things done quickly.
<i>I don't like to work with people who...</i>	are lazy and irresponsible.
<i>My work performance suffers when...</i>	have to wrok when I am tired and worn out.
<i>I would really dislike a supervisor who...</i>	did not communicate with me.

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Personality Assessment

Strengths:

- She is very kind, agreeable, and accommodating. Sarah will not be disruptive in group settings and will avoid conflict whenever possible. She is generous and giving of her time and attention.
- Sarah is moderately assertive in her managerial style. She will usually bring influence to bear on subordinates when needed, but not in a controlling or domineering way.
- She is moderately trustworthy and conscientious in the way she does her work. Sarah 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 stable, and well-adjusted. Sarah can work well under hectic conditions and job stress without losing her composure.
- Sarah is generally sociable, expressive, and congenial in her interactions with other people on the job. She is usually an effective communicator who encourages regular sharing of ideas and information in her work group.
- Often inclined to adjust the way she presents herself to fit the situation she is in, Sarah usually tries to say and do things that she thinks others will like. She often tries to project a positive image to others in the workplace.
- Sarah 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, Sarah is typically responsive to the thoughts and feelings of her subordinates. They are likely to see her as someone who is usually considerate and understanding. Sarah puts considerable effort into creating and maintaining good morale in her work group.
- She is open to change and innovation in the workplace. Sarah is motivated to engage in new learning and professional development, both for herself and her subordinates.
- Although fairly optimistic most of the time, Sarah is not naïve or unrealistic. She tempers her positive outlook with an awareness of the potential for problems and difficulties. As a manager, Sarah typically communicates realistic expectations to subordinates.
- As a manager, Sarah appears to maintain a balance between overseeing subordinates and telling them what to do versus giving them some latitude and discretion in how they do their work. She is neither controlling nor hands-off in her overall supervisory style.
- Sarah is moderately group-minded and teamwork-oriented. As a manager, she tends to emphasize cooperation and mutual assistance among employees.
- Sarah has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job and employer.

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Developmental Concerns:

- Sarah could be more assertive and forceful in some situations, especially ones where her authority is being challenged, or where she needs to take a stand on an important issue. She could be more of a take-charge manager at times. Sarah may not be viewed as having strong leadership potential by other managers in the company.
- Sarah 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.
- She could enhance her level of customer service orientation. Sarah could show more concern for customer satisfaction on a consistent basis.
- She will often conduct her work in a hasty, casual manner, not taking the time to do careful review for errors. In any job where attention to detail is important, Sarah will produce substandard results.
- She can occasionally be too concerned with her public image and how she comes across to other people. Sarah could try to present herself in a somewhat more straightforward, genuine manner when interacting with coworkers and customers.
- Sarah may sometimes give her subordinates too much leeway and autonomy. In some situations, she may need to do more in terms of setting goals, monitoring performance, and giving feedback to the people who report to her.

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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?

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

DETAIL MINDEDNESS

- In what ways have previous jobs required you to be very accurate and detail-minded? How successful were you?
- Tell me about the ways that you ensure your work is accurate.
- Describe for me a time when you made a serious error in your work. What happened? What did you do to correct the problem for the future?

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