



Warehouse Manager Assessment Report

**Candidate:
Martin Miller**

**Date:
01/31/2015**

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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			◆		
Orderliness				◆	
Self-Confidence		◆			
Task Structuring			◆		
Teamwork			◆		
Tough Mindedness			◆		
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 Martin's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning	60-69%ile
Numeric Reasoning	80-89%ile
Verbal Reasoning	80-89%ile

Martin has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a 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.

	Mr. Miller's Responses
<i>Responsibility at work...</i>	is something that I enjoy and look to take on more responsibility.
<i>Working long hours every week...</i>	is sometimes necessary depending on customer requirements. But it is good for a business to have lots of customer orders so it should be viewed positively.
<i>It's hard to do good work when...</i>	necessary resources are not provided and if training is not adequate.
<i>When my suggestions at work are turned down I...</i>	don't give up but rather I reexamine my suggestions and try again to "sell" my idea.
<i>Having to work on the weekend...</i>	is not what some people prefer to do but can be necessary in order to complete work on time.
<i>Overnight travel...</i>	is not a problem when necessary.
<i>As a manager, my greatest satisfaction at work...</i>	is when job is done well, when employees respect each other and work as a team and when lasting resolutions are found for problems.
<i>Effective leadership...</i>	involves good communication of expectations and setting aggressive but achievable goals and objectives. Also accountability for meeting expectations is important.
<i>Mentoring employees who report to me...</i>	is an enjoyable part of the job. It is fun to teach and see the results and improvements that come from the teaching effort.
<i>When I have to make a decision quickly...</i>	I try to calmly do it based on the facts of the situation and following any established rules and guidelines that apply to the situation.
<i>Giving performance feedback...</i>	is important so we know if we are getting the job done and to point out opportunities for improvement.
<i>When I have to reprimand or discipline an employee...</i>	I would always endeavor to be fair, make sure of the facts of the situation, and follow procedure.
<i>Besides supervising other people, a manager should...</i>	look out for the best interests of the company (safety, loss prevention, continuous improvement, etc.) as well as model the company's values (set a good example).
<i>The average employee...</i>	wants to do a good job and go home safe without any accidents at work.
<i>An employee who brings personal problems to work...</i>	could be distracted by the problems and safety could be a concern if they are not focused on the work at hand.

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<i>The key to my success as a manager...</i>	depends on customers being satisfied. It also depends on the members working together and doing a good job collectively. Safety is very important. Complete and on time delivery to customers is important. Quality is important. Every member is important because it takes everyone doing their part to get the job done. Modeling company values is important.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	may be getting people to embrace change and new ways of doing things.
<i>The best way to motivate people...</i>	I believe is to treat people fair and with respect and make sure expectations are clear and achievable. Give performance feedback.
<i>The way I get people to work together is...</i>	good communication, fairness, talk to them.
<i>I get people to participate in team discussions by...</i>	Ask them their thoughts, show genuine interest in their thoughts and ideas, listen.
<i>Creating a strong team is not as important as...</i>	a team that knows what they are doing, does it well and works together well.
<i>Content of my team meeting typically consists of...</i>	communication of news and company messages, go over priorities
<i>Team meetings are best used for...</i>	communication
<i>The kind of assignment I like best is...</i>	One where the purpose is clear and results can be measured or seen.
<i>I enjoy working with people who...</i>	want to do a good job and try to do a good job and exhibit a good attitude.
<i>I would turn down a job if...</i>	I did not believe I could be successful at the job.
<i>The best way to get ahead in an organization...</i>	is to work effectively in achieving results. Do your very best. Have a good attitude.
<i>The most fulfilling job I had...</i>	was working with National Dealer Network in the travel trailer manufacturing business.
<i>My greatest satisfaction in a job...</i>	is to feel the job was done thoroughly and well.
<i>A boss deserves loyalty if...</i>	he/she treats worker fairly and respectfully, is available and supportive, helps enable the workers to get the job done.
<i>What I want most from a job is...</i>	feeling of satisfaction that the job was done very well. That people perceive me as someone who works hard to do a good job and they respect me for it.
<i>The best type of supervisor for me would be someone who...</i>	Knows the job well and helps the team members be successful in getting the work done. Also someone who is fair and appreciates those who work hard to do their part.
<i>Working closely with other people...</i>	is a fun part of working.
<i>My career goal for five years from now...</i>	advancement.
<i>To better myself I...</i>	would like the opportunity for training and education.
<i>Working with coworkers who do not know as much as I do...</i>	Everyone is important to getting the job done. All are valuable and possess different skills.
<i>If I feel underutilized in my job...</i>	I would talk with my supervisor about it.

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<i>To get ahead in most companies you have to...</i>	have the opportunity. In a small rural community , opportunities sometimes dont come often because person with a particular job stays in that job for many years.
<i>I sometimes felt my career advancement was limited by...</i>	family responsibilities that did not allow me to relocate at a key point in time in my career.
<i>My ideal job would be...</i>	related to customer service in a manufacturing company. I like working with people and my background included a time of working with dealers, distributors for a manufactured product. I enjoyed it a lot.
<i>What annoys most workers...</i>	not being informed, poor communication.
<i>I would quit my job if...</i>	I could no longer do it well.
<i>At work I feel tense when...</i>	I dont feel tense.
<i>I don't like to work with people who...</i>	I like to work with all types of people. I enjoy it. If there was someone I did not like to work with , it would be someone with a really bad attitude (like they do not want to work for the company they work for or in the job they have). If I did work with someone like that, I would try to encourage them to look at things differently.
<i>My work performance suffers when...</i>	any others around me are not performing. It is a team effort.
<i>I would really dislike a supervisor who...</i>	does not recognize the efforts of those who do their part . Sometimes I think just noticing effort and thanking someone for their efforts is a motivational thing.

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Personality Assessment

Strengths:

- Coworkers are likely to see Martin as very easy to get along with. Martin will avoid arguments and unpleasantness whenever possible. He tries to be agreeable in his daily interactions with coworkers and other people.
- As a manager, Martin makes requests of subordinates in a straightforward, but non-aggressive, manner. He tends to offer suggestions rather than issue directives to them.
- He is trustworthy and reliable in the way he performs his job. Martin fulfills his work commitments in a reliable manner others can count on.
- Martin has a sound level of emotional resilience. He can cope effectively with most forms of job stress and pressure. He is fairly level-headed and collected in times of work crises and group conflict. Subordinates will not expect an angry response by Martin when they approach him with bad news.
- Martin is generally amiable and pleasant in his interactions with others at work, sharing information that he feels others need to know and spending time listening to ideas when it seems important to do so. He can also concentrate his attention on the tasks at hand without being socially distractible or getting overly involved in pursuing friendships at work.
- Martin is likely to be a principled and ethical person. He will fully adhere to company rules and policies. Martin will set a good example of integrity for his subordinates.
- As a manager, Martin shows some responsiveness to the thoughts and feelings of his subordinates. They are likely to feel that he is generally understanding. Martin will put some effort into creating and maintaining good morale in the work group.
- He is about average in terms of openness to change. While Martin will consider new ideas and ways of doing things on his job, he likes to have convincing evidence of their usefulness before making a change.
- He is not one to judge others in advance of observing their behavior and performance. Martin takes people at their word until facts persuade him otherwise. As a manager, he probably sets performance goals expectations that subordinates find reasonably challenging, but not unrealistic.
- He is typically orderly and exacting in the way he approaches and carries out tasks and assignments. Martin will keep job-related information fairly organized.
- As a manager, Martin 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. He is neither controlling nor hands-off in his overall supervisory style.
- He is about equally committed to teamwork and individual contributor roles with his direct reports. Martin usually tries to get people to work together in a cooperative manner, but he will also emphasize the importance of employees working self-reliantly.
- While he can be logical and analytical in the way he appraises problems, Martin is also attentive to and respectful of the feelings and emotional states of other people.

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- Martin has an average work drive, which should be enough to meet basic job demands. He will not be an idler or a slacker on the job. As a manager, Martin will expect reasonable levels of effort from subordinates.

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Developmental Concerns:

- As someone who aims to be known as pleasant and easy-going, Martin is likely to avoid dealing with difficult issues that would reveal underlying conflict or disagreement. If he participates in the senior management team, he will have a tendency to go along with the majority no matter what his own opinion.
- Martin may need to use a more forceful managerial style in some situations, especially when dealing with problem employees and interpersonal conflict. He may need to exert more influence in group settings and be more willing to confront problems head-on.
- In order to build good relationships with employees and other key people throughout the company, Martin could be somewhat more sociable, gregarious, and outgoing. He may need to communicate more frequently and make more effort to avail himself of input from others.
- Martin may sometimes be too comfortable with the status quo and current ways of doing things in the workplace; this creates a mindset in his work group that change is not needed or useful. He could do more to improve his job-related knowledge, skills, and abilities as well as those of his subordinates.
- Martin's self-confidence score is below-average. He may worry about unresolved issues too much, at times, and have doubts about his personal efficacy on the job.
- Martin may, at times, need to monitor what his subordinates are doing and what they are accomplishing. He may need to manage daily activities and accomplishments more closely.
- As a manager, Martin could place greater emphasis on group unity, interdependence, and a shared sense of purpose among the employees who report to him. He may need to be more actively team-minded.
- Martin can sometimes be so feeling sensitive that it may be hard for him to critically and objectively appraise situations, problems, and people. He may overreact to negative feedback, criticism, or disapproval. Martin may need to toughen up and develop more of a thick skin if he is to function comfortably in some work settings.
- Martin does not have a high work drive. He sometimes needs to step up his work intensity and invest more time and energy into his job, especially during highly demanding situations.

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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?]

ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- 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 successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

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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?

MANAGERIAL HUMAN RELATIONS

- As a manager, describe your approach for dealing with an employee who is having personal problems that are lowering his or her job performance.
- Tell me about how you use praise and recognition , as a manager, to motivate the people who report to you.
- Describe what you did the last time you successfully built up teamwork and morale among a group of employees.
- Describe a difficult feedback or coaching session that you have had with an employee who reported to you. What made it difficult? What happened?

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.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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.

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- 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.

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.
- 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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