

# test center

by People Systems

## Construction Manager/ Superintendent Assessment Report

Candidate: XXXXXXXXXXXX

Username: XXXXXXXXXXXX

Date: XXXXXXXXXXXX

Sample Report

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 / Responsiveness					◆
Emotional Stability				◆	
Extroversion				◆	
Impression Management				◆	
Integrity				◆	
Managerial Human Relations				◆	
Openness				◆	
Optimism				◆	
Orderliness					◆
Self-Confidence					◆
Task Structuring				◆	
Teamwork					◆
Visionary Leadership		◆			
Work Drive				◆	
Overall Cognitive Aptitude					◆

## Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Chad's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning	Top 5%ile
Numeric Reasoning	80-89%ile
Verbal Reasoning	Top 10%ile

Chad has a very high level of general cognitive aptitude. He 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.

## Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
<b>3-D Reasoning</b>	X									
<b>Mechanical Reasoning</b>									X	
<b>Overall Aptitude</b>						X				

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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>The most fulfilling job I had...</i>	is seeing our projects through to completion under budget and with no significant injuries.
<i>What I want most from a job is...</i>	personal satisfaction of a job well done.
<i>My career goal for five years from now...</i>	is to be a Construction Superintendent.
<i>The set of responsibilities I enjoy most are...</i>	making sure everything is on track to achieve a successful project.
<i>I enjoy working with people who...</i>	are hard-working, reliable, intelligent and thoughtful about their work, who are prepared to always try to do the very best they can.
<i>The best way to get ahead in an organization...</i>	is to show foresight, good problem solving skills, the ability to get things done, the ability to work well with people at all levels in the organization.
<i>The personal strengths I possess that will help me be successful in this job include...</i>	good communication skills, planning, engineering / construction expertise.
<i>Working long hours every week...</i>	is part of the job.
<i>To better myself I...</i>	always look for ways to achieve better results with fewer resources.
<i>My attitude about work-home balance is...</i>	My work is a big part of who I am but I also want to achieve some balance with other responsibilities in my life, especially to my family obligations.
<i>The key to success in my career...</i>	is being good at what I do.
<i>To get ahead in a company...</i>	you have to show that you can be counted on to achieve good results, and you have to be effective in working with other people to get the job done.
<i>When I am criticized...</i>	I look at the content of what is being said and try to evaluate its usefulness to how I operate and then I try to respond appropriately so that the other persons criticism is resolved.
<i>When I have to make a decision quickly...</i>	I can do so, but I try to be thoughtful about using whatever information we have available at the time.
<i>My success as a manager derives from...</i>	my engineering / construction expertise and my people skills.
<i>Mentoring employees who report to me...</i>	is a great way to maximize the power of your entire workforce. If I can expand one persons capabilities, then hopefully he is going to do the same for someone else.
<i>Besides supervising other people, a manager should...</i>	be aware of the issues that are pertinent to the ongoing success and profitability of this company.

<i>The best way to motivate people...</i>	is train them so that they can do their jobs well, give them the tools to do it properly, and let them know when they have done a good job.
<i>The average employee...</i>	is hard working and wants to do a good job.
<i>An employee who brings personal problems to work...</i>	is typical. We all have something we are dealing with, but we have to get the job done. A person who is really upset by a personal problem, however, can be a danger on the job so we have to always pay attention to those issues.
<i>I deal with conflict in my team by...</i>	trying to get things out in the open and seeking a solution that works best for the team.
<i>To increase employee commitment I...</i>	I talk to them the value and importance of what we are trying to accomplish.
<i>To be a valuable member of a senior management team, I try to...</i>	be aware of company-wide issues that impact our projects and make appropriate suggestions.
<i>As a leader, my greatest satisfaction at work...</i>	is seeing projects completed successfully where we have no injuries and where the companies resources were managed to their best advantage.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is helping young people new to the workforce learn good problem solving skills, good work ethic, and high quality work skills.
<i>When I have to reprimand or discipline an employee...</i>	I am sure I have as many facts as possible. We then talk about the problems and what can be done. I try to be straightforward and get an action plan in place for remediation.
<i>The organizational culture I try to create is best described as...</i>	involved, excited, quality-minded.
<i>I don't like to work with people who...</i>	are lazy and sloppy.
<i>I get annoyed at work when...</i>	people do not keep quality and safety in mind.
<i>At times my work has suffered because...</i>	I try never to let my work suffer for any reason.
<i>I would really dislike a supervisor who...</i>	was overly harsh with his people or who allowed substandard work.
<i>People should recognize I am stressed out when...</i>	am pulled in too many directions.
<i>It's hard to do good work when...</i>	people are not working as a team.
<i>I would turn down a job if...</i>	the company did not really support quality and safety.

## Personality Assessment

### Strengths:

- For the most part, he is agreeable and easygoing at work. Chad will usually avoid disagreements, conflict, and arguments with other people.
- He is very assertive and forceful in his managerial style. Chad can take charge of unstructured situations and marshal group resources for goal attainment. He will interface readily with other managers and those above him in the organization.
- He fulfills his job responsibilities reliably and conscientiously. Chad typically does what he says he will do in a manner others can depend on.
- Chad has a strong customer focus and strives to meet customers' requests and concerns in a timely, courteous manner. He also reinforces quality customer service among the people who report to him.
- He is generally stable and well-adjusted. Chad can usually work with composure under hectic conditions and job stress.
- Chad is typically cordial, friendly, and expressive. He will usually be an effective communicator and facilitator of interactions among employees.
- He often changes the way he acts toward other people to better influence them. Chad is fairly careful about how he comes across to people and can be tactful and discreet.
- Chad registers as having a sound level of integrity and honesty. He is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- As a manager, Chad registers as having good human relations skills. He is usually considerate of the feelings of subordinates and responsive to their concerns. Chad usually listens well and tries to be understanding when they have problems.
- Chad is receptive to new ways of doing things on his job, and will likely create a work environment where employees offer suggestions for improvement. Chad will be motivated by most opportunities for job training and professional development, both for himself and the people who report to him.
- Chad often expects favorable outcomes in the future, both for himself and other people. Being generally optimistic, he tries to look for the best in others and on the bright side of most situations. Chad seldom feels discouraged when confronted with obstacles or setbacks on his job. He will usually encourage subordinates to see work challenges as something they can overcome.
- He is very systematic and orderly in his work. Chad should be good at managing information and keeping things organized.
- Chad is highly self-assured and will not think twice about impending or past decisions. He does not doubt himself or his performance capabilities. Chad will approach tasks with a great deal of internal conviction that he can handle any problems and perform competently.
- As a manager, Chad is likely to be structured and organized. He prefers to create work schedules, set goals, monitor tasks, and give contingent performance feedback to subordinates.

- He has a strong and consistent commitment to teamwork. As a manager, Chad emphasizes cooperation, mutual assistance, and cohesion among the employees who report to him. He will aim most of his motivational efforts and communications toward the group as a whole rather than individuals .
- He is typically concerned with ongoing organizational activities and accomplishments. Chad makes a point of identifying current priorities and solving immediate problems
- Chad has an above-average work drive. He is usually willing to work overtime and otherwise extend himself to meet the demands of his job and employer.

**Developmental Concerns:**

- In trying to handle situations that are particularly upsetting or aggravating, he can sometimes be disagreeable or harsh in how he comes across to others. Chad might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Chad can sometimes come on too strong and behave in ways that others perceive as aggressive or overbearing. He may need to tone down his style when making requests of subordinates or pushing his ideas among other managers.
- He can occasionally be too concerned with his public image and how he comes across to other people. Chad could try to present himself in a somewhat more straightforward, genuine manner when interacting with coworkers and customers.
- Chad may be overconfident in some situations and not realize when he is in something over his head. He may assume too much about his own abilities and judgment at times. Chad may be too unwilling to seek out or listen to the input and advice of others who could help him.
- He can be too reactive in his problem-solving style. Chad may need to step back a bit and approach his work more proactively and strategically.

## 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?

### ASSERTIVE LEADERSHIP

- Describe the way you establish your authority among the people who report to you.
- Tell me about a situation where you had to be especially forceful in dealing with a problem or difficult situation.
- Describe how you deal with a subordinate who refuses to do things the way you want them done.

### 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.

### SELF CONFIDENCE

- Describe a situation where you were more confident than your coworkers or boss about the feasibility of a project or deadline. Was your confidence justified? How did others respond to your initial high level of confidence?
- Tell me about a time when you were over-confident about a project or problem at work and did not adequately estimate the level of difficulty or prepare for possible difficulties that arose .

### 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.

#### 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.

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