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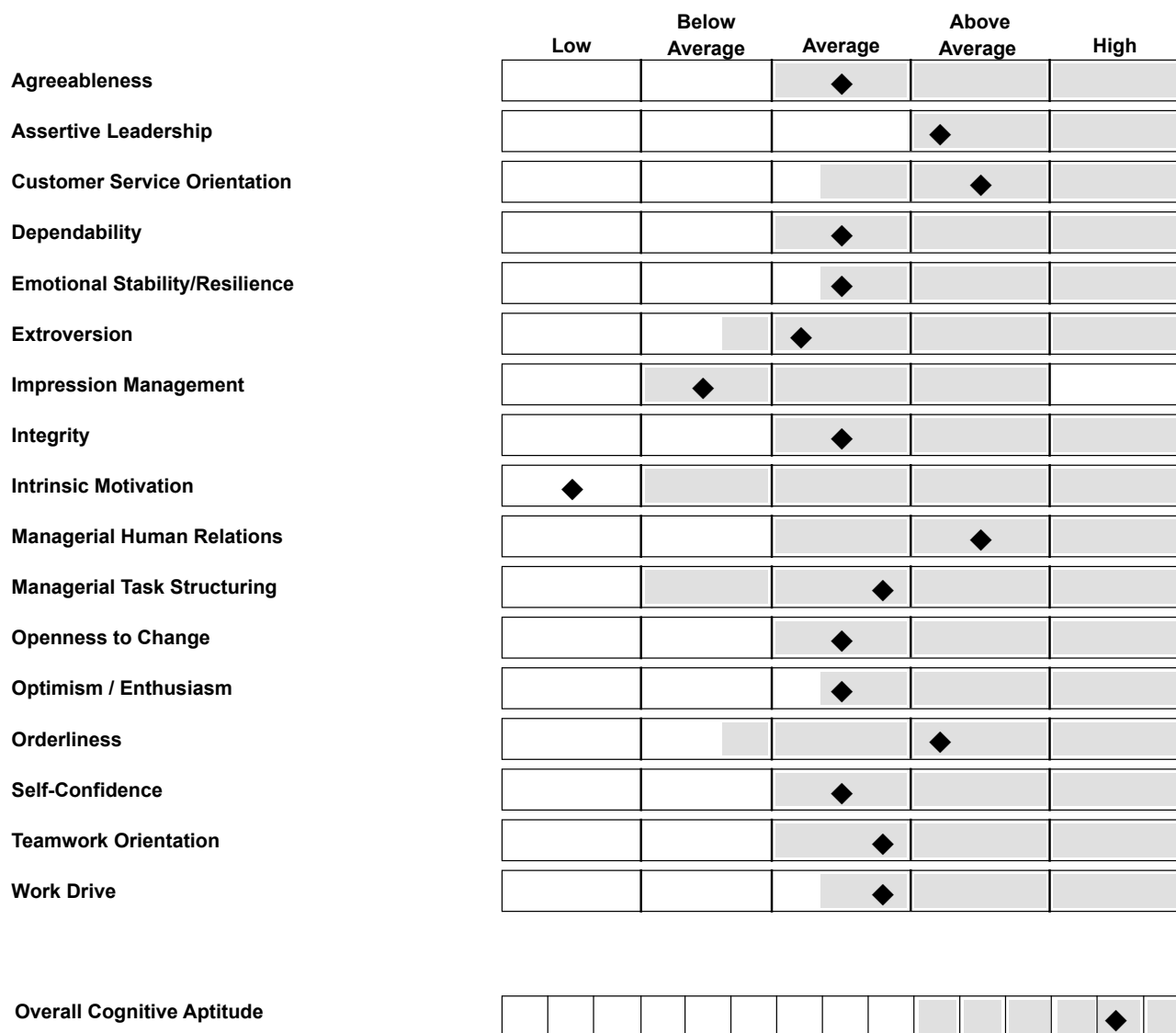
Health Care Practice Manager Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

Sample Report

test center
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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				◆	
Customer Service Orientation				◆	
Dependability			◆		
Emotional Stability/Resilience			◆		
Extroversion			◆		
Impression Management		◆			
Integrity			◆		
Intrinsic Motivation	◆				
Managerial Human Relations				◆	
Managerial Task Structuring			◆		
Openness to Change			◆		
Optimism / Enthusiasm			◆		
Orderliness				◆	
Self-Confidence			◆		
Teamwork Orientation			◆		
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 Foster's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

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

Foster 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 underlined 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.

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. Davidson's Responses
Responsibility at work…	is shared by every employee in this practice from the partners to the entry-level workers.
Working long hours every week…	is typical of the financial industry during tax-time and everyone understands this.
It's hard to do good work when…	people are not working collaboratively and where there is infighting among the departments.
When my suggestions at work are turned down I…	reflect on why it was not accepted, then get back to work to make this practice a success.
Having to work on the weekend…	is fairly common at certain times of the year.
Overnight travel…	is not really part of the job.
As a manager, my greatest satisfaction at work…	making sure that our customers are happy with the excellent service we are providing for them.
Effective leadership…	is developing a viabel mission for the practice and bringing all the resources to bear to achieve our objectives.
Mentoring employees who report to me…	is a very rewarding and gratifying relationship when I see them growing professionally.
When I have to make a decision quickly…	I bring all the facts at my disposal to bear. I do a quick analysis, and then make the best choice possible at the time.
Giving performance feedback…	is one of the important ways that our staff work toward continuously improving.
When I have to reprimand or discipline an employee…	I marshall the facts and evidence and make sure that I understand what the problems are, then I meet with the employee to review this with them. We jointly come up with a performance improvement plan.
Besides supervising other people, a manager should…	make sure that the organization as a whole is viable and that we are serving our customers well.
The average employee…	is prepared to do a good job if given the proper tools and motivation.
An employee who brings personal problems to work…	This is not that unusual a problem and every manager will confront this situation from timte to time. The employee needs a sympathetic ear but they also need to understand that doing their job and serving our customers is still important.
The key to my success as a manager…	communicating high standards and holding people accountable for excellen performance.
The biggest challenge to a manager in dealing with today's workforce…	dealing with employees high expectations that sometimes outstrip our resources.

The best way to motivate people…	is to inspire them to do their best and provide praise and recognition to help them feel good about themselves.
The way I get people to work together is…	Bring people together to focus on common goals.
I get people to participate in team discussions by…	giving them time to vent their concerns and opinions.
Creating a strong team is not as important as…	Ultimately nothing about HOW the business is run is as important as maintaining its financial integrity - -except, of course, maintaining our ethnical foundations.
Content of my team meeting typically consists of…	the senior management team of the firm.
Team meetings are best used for…	establishing goals, objectives, and standards of measuring our progress, then reviewing measurable indicators, and focusing on ways to improve.
The kind of assignment I like best is…	a challenging one that requires we all come together and learn something new.
I enjoy working with people who…	are dedicated to the highest principles of ethical practice.
I would turn down a job if…	I felt I could not help the practice be successful.
The best way to get ahead in an organization…	is to show your worth.
The most fulfilling job I had…	is my presnet job.
My greatest satisfaction in a job…	is seeing all of our efforts come together to create a happy, harmonious, efficient workforce that is successfully meeting customer expectations.
A boss deserves loyalty if…	he or she is effective in carrying out job responsibilities -- but that might not include making everyone happy.
What I want most from a job is…	an opportunity to use my skills, intellect, and knowledge to
The best type of supervisor for me would be someone who...	An ideal manager for me would be one who is competent as a leader, respects employees, tries to build a strong team where everyone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together.
Working closely with other people…	is a critical part of making this practice successful.
My career goal for five years from now…	is to be highly effective at my current job.
To better myself I…	ask for input and feedback, seek new ideas to devise ways to improve our practice.
Working with coworkers who do not know as much as I do…	is rewarding when I can pass along insights and knowledge to others.
If I feel underutilized in my job…	look around for other ways to be of benefit to the organization.
To get ahead in most companies you have to…	be effective at what you do and demonstrate measurable results.
I sometimes felt my career advancement was limited by…	nothing
My ideal job would be…	my current job.
What annoys most workers…	being ignored and feeling that management is not interested in their concerns or ideas for what needs to be improved.
I would quit my job if…	I could not be effective in my job.

At work I feel tense when…	When I feel that people are working at cross-purposes.
I don't like to work with people who…	are lazy, disrespectful of clients, dishonest / unethical.
My work performance suffers when…	I am exhausted.
I would really dislike a supervisor who…	was not interested in findings ways to improve the organization and did not make him/herself available to staff.

Personality Assessment

Strengths:

- For the most part, he is agreeable and easygoing at work. Foster will usually avoid disagreements, conflict, and arguments with other people.

- He can be assertive in his interpersonal style. Foster is likely to be comfortable in a leadership role where he is responsible for the activities and performance of a group of employees.

- Having an above average level of customer service commitment, Foster usually works to meet customers' demands in a timely and courteous manner. He often takes time to give extra attention to customers to ensure their satisfaction and repeat business.

- Foster is generally dependable at work. But Foster also uses a fair amount of personal discretion and judgment in deciding when and how he will fulfill his job obligations and duties.

- He should be able to withstand most of the stressors associated with this job. Foster is unlikely to lose his temper or have emotional outbursts on the job.

- Foster tends to be cordial and sincere in his work-based interactions. He won't be swayed by social factors when making decisions or attending to his own job tasks and duties.

- Foster will perform his work tasks and duties in a manner consistent with company rules and policies. He is likely to be viewed as fairly honest and ethical in his everyday job behavior.

- As a manager, Foster is typically responsive to the thoughts and feelings of his subordinates. They are likely to see him as someone who is usually considerate and understanding. Foster puts considerable effort into creating and maintaining good morale in his work group.

- He is about average in terms of openness to change. While Foster 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 balances optimism with vigilance in his posture toward other people as well as new situations. Foster doesn't prejudge others, but he is also not gullible or easily deceived.

- He will be comfortable organizing work information and tasks and keeping track of large amounts of data or material.

- Foster provides a moderate degree of structure and oversight for his subordinates. However, he also delegates as needed and allows his subordinates some latitude in how they perform their work.

- Foster likes a balance of independent and interdependent work. He can work closely with others, but he can also switch gears and function well on his own.

- Generally, Foster works hard enough to meet most job demands while also achieving a balance between work and the rest of his life. His work drive registers as being about average.

Developmental Concerns:

- He can sometimes be unpleasant or difficult to deal with when interacting with other people. Foster may need some feedback about being more consistently pleasant and congenial in his interactions with coworkers.

- Foster may need to be slightly more dependable in the way he fulfills job expectations and obligations. He can sometimes act in ways which others perceive as unreliable.

- He may lose his composure when confronted with heavy work pressure. Foster may need to find ways to buffer such stress and increase his emotional resilience.

- Foster could strengthen his communication effectiveness. He could, at times, be more outgoing, personable, and warmhearted in his job-based interactions.

- An average range on our measure of integrity does not necessarily signify a problem, but it might be good to further reinforce his ethical code with thorough training that clarifies company rules and regulations as well as consequences for inappropriate behavior. If hired, Foster's supervisor should review the company guidelines with respect to integrity and consequences for unacceptable behavior.

- Strongly motivated by external, tangible rewards, Foster prefers a job that includes significant pay raises, commissions, and bonuses for attaining his goals. He consistently looks for ways to make more money on his job, and will sacrifice personally rewarding assignments for more money.

- Though neither rigid nor set in his ways, Foster could sometimes be more receptive to change and innovation in the workplace. He could be more willing to try new procedures and practices on his job and to promote these to his subordinates.

- At times, Foster may need to manage employees more closely. He could probably monitor performance levels more frequently and provide more timely, constructive feedback to the people who report to him.

- Foster could more actively contribute to teamwork and cooperation in the workplace. He could place more emphasis on group unity and interdependence.

- Foster may sometimes need to work longer hours and extend himself for his job. He may need to put more time and effort into his work.

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?

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.

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?

- Under what conditions would it be acceptable to ignore or bend a company rule or policy?

- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.

- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?