

# test center

by People Systems

## Household/ Estate Manager 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
<b>Agreeableness</b>				◆	
<b>Assertive Leadership</b>			◆		
<b>Conscientiousness</b>					◆
<b>Customer Service Orientation</b>			◆		
<b>Emotional Stability</b>	◆				
<b>Extroversion</b>			◆		
<b>Impression Management</b>					◆
<b>Integrity</b>				◆	
<b>Managerial Human Relations</b>			◆		
<b>Openness</b>		◆			
<b>Optimism</b>		◆			
<b>Orderliness</b>					◆
<b>Self-Confidence</b>		◆			
<b>Task Structuring</b>					◆
<b>Teamwork</b>				◆	
<b>Work Drive</b>					◆
<b>Overall Cognitive Aptitude</b>					◆

## Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Matthew's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	40-49%ile
Verbal Reasoning	Top 10%ile

Matthew 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.

## 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. Harding's Responses
<i>Responsibility at work...</i>	is a serious obligation to our employer.
<i>Working long hours every week...</i>	is part of the job. I have already put in extended hours and a flexible schedule to meet the needs of my employer.
<i>It's hard to do good work when...</i>	you dont have clear direction from teh home owner.
<i>When my suggestions at work are turned down I...</i>	I understand that my suggestions will not always be taken, so I listen and learn more about what my employer wants so that I can make better suggestions next time.
<i>Having to work on the weekend...</i>	is standard in this kind of job.
<i>Overnight travel...</i>	I am open to travel in this job as long as I have some notice and can get my obligations in order.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing that everything is done to the homeowners expectations, and knowing that we all pulled together to make it happen.
<i>Effective leadership...</i>	is ensuring that everyone on the team understands and buys into our mission to provide excellent service.
<i>Mentoring employees who report to me...</i>	is something I enjoy. As long as the employee is easger to learn I try to help them grow professionally.
<i>When I have to make a decision quickly...</i>	I am very quick to understand a problem and then figure out what needs to be done, then make sure that an effective solution is carried out.
<i>Giving performance feedback...</i>	is something I try to do everyday so that there are no surprises when we do yearly evaluations.
<i>When I have to reprimand or discipline an employee...</i>	It can be emotionally charged both on the employees part and my part too. I care so much about meeting the homeowners expectations that poor employee performance can make mre really mad.
<i>Besides supervising other people, a manager should...</i>	make sure that the lines of communication with the owner is maintained.
<i>The average employee...</i>	needs a lot of training in order to be effective at their jobs on an estate.
<i>An employee who brings personal problems to work...</i>	is something that drains their energy away from the job, so I tell employees to leave their problems at home because we are here to work.
<i>The key to my success as a manager...</i>	is taking the time to make sure employees understand their job duties, the standards here at the estate, and making sure people are well trained. I also try to create a positive atmosphere where employees feel appreciated.

<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is language barriers when dealing with immigrant workers.
<i>The best way to motivate people...</i>	is to show them that they matter and that they are a valuable part of the team.
<i>The way I get people to work together is...</i>	let them know that each person is important. I dont play favorites.
<i>I get people to participate in team discussions by...</i>	bring them together, stimulate discussion, and resolve conflicts in the group.
<i>Creating a strong team is not as important as...</i>	Making sure that the Household Manager has a good relationship with the homeowner.
<i>Content of my team meeting typically consists of...</i>	review of the days tasks, review of the week / month. Reviewing past problems. Aksing for input.
<i>Team meetings are best used for...</i>	Sharing information and keeping everyone on the same track.
<i>The kind of assignment I like best is...</i>	a big event where we will have to pull together a lot of resources to make it successful.
<i>I enjoy working with people who...</i>	are cheerful, hard-working, quality minded.
<i>I would turn down a job if...</i>	I felt I could not please the homeowner.
<i>The best way to get ahead in an organization...</i>	show the homeowner that you are capable of taking on more repsonsibilities.
<i>The most fulfilling job I had...</i>	was working at my last estate, because we were really busy and there were a lot of challenges. This kept things really excting.
<i>My greatest satisfaction in a job...</i>	is seeing our goals met in a timely and effective, high quality manner.
<i>A boss deserves loyalty if...</i>	he or she is the boss!
<i>What I want most from a job is...</i>	a sense of satisfaction from a job well done, appreciation from teh homeowner, and good income.
<i>The best type of supervisor for me would be someone who...</i>	is clear about their expectations and standards and who is reasonable in terms of understanding about occasional problems.
<i>Working closely with other people...</i>	is extremely important in this job.
<i>My career goal for five years from now...</i>	is to be working at the same estate for several years.
<i>To better myself I...</i>	I look for ways to do our tasks better and better.
<i>Working with coworkers who do not know as much as I do...</i>	is always an opportunity for me to do teaching and training.
<i>If I feel underutilized in my job...</i>	I would aks the homeowner if there are other ways through which we could be of service.
<i>To get ahead in most companies you have to...</i>	please your employer.
<i>I sometimes felt my career advancement was limited by...</i>	my own lack of experience.
<i>My ideal job would be...</i>	one where I had a great communication with the owner and we shared similar standards for excellence.
<i>What annoys most workers...</i>	not knowing what they are supposed to be doing.
<i>I would quit my job if...</i>	if I felt my employer did not respect me. I have to have the full support of the homeowner.

<i>At work I feel tense when...</i>	we are under a very tight deadline.
<i>I don't like to work with people who...</i>	only want a paycheck and dont want to work hard or dont want to reach for high standards of service.
<i>My work performance suffers when...</i>	Ive had to work long hours days for days on end with no break.
<i>I would really dislike a supervisor who...</i>	was rarely available.

## Personality Assessment

### Strengths:

- He is agreeable, easygoing, and kind-hearted. Matthew tries to maintain a pleasant, agreeable working environment. He will usually subsume his own needs and preferences to those of other people to preserve harmony and goodwill.
- Matthew has a non-aggressive leadership style. He makes requests and offers suggestions rather than making demands and issuing directives to the people who report to him.
- He fulfills his job responsibilities very reliably and conscientiously. Matthew honors his obligations to others and dependably does what he says he will do.
- Matthew tends to be genial and pleasant in most work-based interactions. He is unlikely to be swayed by social factors when making decisions or attending to his own job tasks and duties. Matthew will exchange important information with other employees in an efficient manner.
- He is adept at managing the image he presents to customers and coworkers. Matthew will alter his style depending on who he is with in an effort to achieve desired outcomes.
- Matthew appears to be a principled and ethical person in how he performs job tasks and duties. He adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.
- As a manager, Matthew is moderately concerned with the feelings, attitudes, and sensitivities of the people who report to him. Their morale and emotional well-being are among his priorities. Matthew is fairly comfortable relating to subordinates on a personal level and will occasionally use praise and affirmation to motivate them.
- Matthew usually prefers to rely on what he already knows rather than having to learn new ways of doing things on his job. He is supportive of custom, convention, and established ways of doing things in the workplace.
- He is usually watchful, observant, and alert for potential problems in current operations and in new proposals. Matthew does not always take things at face value, but tries to verify them and ask for corroborating evidence. As a manager, he is inclined to look for performance deficits in the work of subordinates.
- He is orderly and systematic in the way he approaches and carries out tasks and assignments. Matthew will keep job-related information well organized.
- As a manager, Matthew lets his subordinates know what is expected of them, monitors their performance, and gives them contingent feedback as needed. He tries to set up a smooth-running infrastructure where roles, expectations, and performance standards are well-defined.
- He is team-minded and concerned with group performance. Matthew encourages subordinates to work together cooperatively and supportively of each other. He tries to communicate to employees that the team's success depends on each person's willingness to help the group reach its goals.

- Matthew 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, Matthew will consistently model a strong work ethic for subordinates.

**Developmental Concerns:**

- Matthew may sometimes need to be more assertive in his leadership style. He could be more directive and forceful, especially in situations involving challenges to his authority and when dealing with difficult employees.
- He could deepen his commitment to providing responsive, high-quality service to customers. Matthew could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- He does not appear to have a solid level of emotional resilience or stability. Matthew may become too rattled, frustrated, or destabilized by job stress, particularly over the long term. People who work with Matthew may perceive him as being unduly moody, temperamental, or easily frustrated. He may eventually lose respect among subordinates and coworkers. Personal life stresses away from work may also be taking a toll on Matthew.
- Matthew could sometimes communicate more frequently and openly in some work situations. He could be more consistently sociable and outgoing when interacting with other employees.
- He may sometimes come across as insincere or calculating. Matthew could work on being more straightforward and authentic in his dealings with coworkers.
- Matthew may, at times, rely too much on his own experience and what has worked in the past. He could be more open to new ideas on his job. As a manager, Matthew could do more to encourage his subordinates to acquire new knowledge, skills, and abilities as well as become more involved in generating suggestions for improvement.
- He could be more optimistic and upbeat at times. Matthew could occasionally look more for positive qualities in the people he works with and the situations he works in. As a manager, Matthew could try to create more upbeat expectations for subordinates at the start of projects and assignments, particularly difficult ones. He may quit working on problems too quickly because he views them as unsolvable.
- Matthew is somewhat lacking in self-confidence. He has a tendency, at times, to doubt himself and waver too much on what decision to make or course of action to take.

## 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?

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The candidate's personality results do not indicate any significant problems. Here are some general questions you might want to consider asking the candidate before hiring.

Tell me about your previous jobs and what you liked vs. disliked in each of them. Listen for relevant work experience and also whether their likes and dislikes are a good fit for this job and overall work situation.

What type of job and what important features of a job are you looking for at this time? Listen for congruence between the candidate's expectations and the current job.

What puts you in the job market at this time? What happened at your last job? Probe for specific reasons that the candidate quit the previous job(s). Listen for clear and valid reasons for leaving the last job. Continue probing if the reasons are vague, questionable, or unacceptable.

What makes you think that working in this type of organization would be a good place for you to work?