

# test center

by People Systems

## Restaurant 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 : ◆

|                                     | Low | Below Average | Average | Above Average | High |
|-------------------------------------|-----|---------------|---------|---------------|------|
| <b>Assertive Leadership</b>         |     | ◆             |         |               |      |
| <b>Conscientiousness</b>            |     |               |         | ◆             |      |
| <b>Customer Service Orientation</b> |     |               | ◆       |               |      |
| <b>Emotional Stability</b>          | ◆   |               |         |               |      |
| <b>Impression Management</b>        |     | ◆             |         |               |      |
| <b>Integrity</b>                    |     |               | ◆       |               |      |
| <b>Managerial Human Relations</b>   | ◆   |               |         |               |      |
| <b>Managerial Task Structuring</b>  |     |               |         |               | ◆    |
| <b>Optimism</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 George's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

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

George 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.

## Personality Assessment

### Strengths:

- He is trustworthy and conscientious in his work habits. George will usually perform job tasks and duties in a reliable manner that others can count on. He is also fairly methodical and systematic in the way he carries out projects and assignments.
- He is very vigilant, questioning, and alert to potential problems in the workplace. George will gravitate toward such functions as quality control, risk assessment, maintaining store security, and detecting shoplifters. As a manager, he is not easily misled or deceived by the people who report to him.
- As a manager, George 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.
- George is inclined to practice and promote teamwork in his work group. As a manager, he often encourages employees to achieve common goals through collaboration and interdependence. George is fairly concerned with getting them to work well together as a unified group.

**Developmental Concerns:**

- George has a below-average level of assertive leadership orientation. He may, at times, have trouble managing difficult employees and conflicts within his work group. George could be more inclined to take the initiative, bring his influence to bear on employees, and confront problem situations as they arise.
- He could deepen his commitment to providing responsive, high-quality service to customers. George could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- He registers having a low level of emotional stability. George does not have enough resilience to be able to cope with high levels of job stress. He won't be able to work effectively under pressure on his job, especially over a long period of time.
- As a manager, George registers little concern for employees' feelings, emotional states, and motivation. If hired, he should be encouraged to tune into employee attitudes and concerns as well as make a sustained effort to create and maintain high morale in his work group. George could definitely benefit from more training and development in human relations skills.
- George scored at an average level on our measure of integrity. Even though this score is in the acceptable range, you should monitor his adherence to company rules, policies, and ethical guidelines, if hired. His behavior on the job may, at times, be of questionable honesty or probity.
- George may be too suspicious, doubtful, or skeptical. He may not be able to see the upside of work situations and positive potential of the people who report to him. As a manager, he may be too prone to criticize and find fault with subordinates.
- His work drive is below-average. George may not be willing enough to work overtime, come into work unexpectedly during off-duty hours, or to otherwise extend himself to resolve problems at work and meet the demands of his job. As a manager, he may fail to inspire subordinates to work hard to complete projects in a timely manner.

## 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 how you deal with a subordinate who refuses to do things the way you want them done.
- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.

### 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.

#### EMOTIONAL STABILITY

- 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 have dealt with it.
- Describe a situation where you learned to live with something stressful at work.

#### 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?

#### 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?

#### OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

#### 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.

#### WORK DRIVE

- Describe any ways you think that 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 or encouraging employees 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.

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