

# test center

by People Systems

## Team Leader/ Crew Leader 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>Company Loyalty</b>				◆	
<b>Conscientiousness</b>				◆	
<b>Emotional Stability</b>			◆		
<b>Extroversion</b>			◆		
<b>Integrity</b>			◆		
<b>Managerial Human Relations</b>			◆		
<b>Managerial Task Structuring</b>			◆		
<b>Openness</b>		◆			
<b>Optimism</b>			◆		
<b>Self-Confidence</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 Lee's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 80-89%ile

Lee 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.

## 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. Haney's Responses
<i>Responsibility at work...</i>	I take my responsibility very seriously and try do my best everyday.
<i>Working long hours every week...</i>	can make a person worn out, but when it has to be done to meet customers expectations then thats waht we do.
<i>It's hard to do good work when...</i>	we dont have the tools
<i>When my suggestions at work are turned down I...</i>	think up new ones.
<i>Having to work on the weekend...</i>	Is OK as long as I dont have to do it all the time.
<i>Overnight travel...</i>	I dont expect this wll be part of my job.
<i>As a manager, my greatest satisfaction at work...</i>	seeing up meet our production numbers and make our quality standards.
<i>Effective leadership...</i>	is making sure that your people are doing the right thing and that the goals for our department are met.
<i>Mentoring employees who report to me...</i>	is soemthing I enjoy doing to help new employees learn the job.
<i>When I have to make a decision quickly...</i>	I do it and dont mess around.
<i>Giving performance feedback...</i>	is done once a year and gives people ideas of ways to improve their job performance.
<i>When I have to reprimand or discipline an employee...</i>	make sure I have my facts straight. Then we have a meeting and I make sure he knows what is wrong and what he needs to do to improve.
<i>Besides supervising other people, a manager should...</i>	be a good role model for good behavior.
<i>The average employee...</i>	is hard working and wants to feed his family.
<i>An employee who brings personal problems to work...</i>	probably needs to share whats going on, but we both know the job still needs to be done, and done well.
<i>The key to my success as a manager...</i>	my communication skills, dedication, ability to get the job done through others.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	making sure people come to work and stay productive their whole shift.
<i>The best way to motivate people...</i>	is showing them the correct way to do things, making sure hey understand, giving them the right tools. I make sure I get to know my people well and they know I care about them as real people.
<i>The way I get people to work together is...</i>	I make sure everyone knows that we are all responsible for wokring together and that if one needs help, then others need to chip in and give him some assistance.
<i>I get people to participate in team discussions by...</i>	I ask everyone for comments and sometimes I call on different ones to say something.

<i>Creating a strong team is not as important as...</i>	I think a strong team is extremely important to meeting production and creating a quality product.
<i>Content of my team meeting typically consists of...</i>	reviewing our numbers from last week, going over memos from the department manager, discussing quality issues, and aksing how things are going in the team among members.
<i>Team meetings are best used for...</i>	making sure everyone knows what the goals are.
<i>The kind of assignment I like best is...</i>	a challeging one.
<i>I enjoy working with people who...</i>	are hard-working, want to do a good job, and enjoy life.
<i>I would turn down a job if...</i>	I did not feel I could meet the objectives.
<i>The best way to get ahead in an organization...</i>	make sure you meet production numbers and quality standards.
<i>The most fulfilling job I had...</i>	When I was a Team Leader at my last job.
<i>My greatest satisfaction in a job...</i>	is seeing people work hard, get along well, and take pride in meeting our objectives.
<i>A boss deserves loyalty if...</i>	he is fair to you.
<i>What I want most from a job is...</i>	fair pay, a good opportunity, and job stability.
<i>The best type of supervisor for me would be someone who...</i>	working as Production Coordinator at my last job.
<i>Working closely with other people...</i>	is good because you decide among yourself how best to do the job.
<i>My career goal for five years from now...</i>	is to be Production Supervisor at this company.
<i>To better myself I...</i>	I do my best and am always willing to improve when I see an opportunity.
<i>Working with coworkers who do not know as much as I do...</i>	is enjoyable when I can help them out and share my knowledge.
<i>If I feel underutilized in my job...</i>	I talk to the manager about other tasks I could do.
<i>To get ahead in most companies you have to...</i>	do your job well and show that you are interested in moving up.
<i>I sometimes felt my career advancement was limited by...</i>	lack of a B.S. degree.
<i>My ideal job would be...</i>	Production Supervisor.
<i>What annoys most workers...</i>	poor communication and misinterpretation what what others have said.
<i>I would quit my job if...</i>	I was asked to do soemthing unethical.
<i>At work I feel tense when...</i>	There are deadlines we are worried about.
<i>I don't like to work with people who...</i>	dont care about their jobs and are sarcastic to co-workers.
<i>My work performance suffers when...</i>	we dont get maintenance to get our machines fixed quickly.
<i>I would really dislike a supervisor who...</i>	would not listen to employee suggestions or concerns.

## Personality Assessment

### Strengths:

- He will usually be agreeable and congenial in his interactions with other people. Unless he is particularly upset about something at work, you can expect him to avoid arguments and contentious interactions.
- As a manager, Lee is more likely to seek the input of his subordinates than autocratically direct their work. He is not one to be controlling, domineering, or bossy.
- When Lee hears other people making derogatory remarks about the company, he is not inclined to participate. If asked, he will offer a positive perspective of the situation. For the most part, he believes the company and its managers make reasonable decisions that will support the workers.
- He is conscientious and dependable in the way he works. Lee will typically follow through on his commitments and do what he says he will do. In addition, Lee is usually orderly and detail-minded in the way he performs job tasks and duties.
- He can handle most ordinary types of job stressors and hassles. Lee is moderately well-adjusted and able to manage his feelings fairly well in demanding situations. He will seldom display anger or frustration to the people he works with.
- Lee is a reasonably sociable person who gets to know people on the job, yet he won't become overly-involved with talking with them. Lee is concerned with sharing important information with subordinates and other employees in other areas of the organization, but he can also readily concentrate on immediate tasks and assignments.
- Lee scores in the average range on integrity. He is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.
- As a manager, Lee usually shows respect for the feelings and concerns of subordinates. He wants to make subordinates feel valued and appreciated, and he will look for efficient ways to keep morale positive.
- He tends to be respectful of traditional ways of doing things. Lee values convention and is comfortable with the organizational status quo.
- Guardedly optimistic in his approach to work, Lee will not only look for positive qualities in most situations and people, but also has a healthy amount of skepticism. He is likely to set reasonable goals for the people who report to him.
- As a manager, Lee creates some structure for subordinates while still giving them a fair amount of autonomy and leeway. He provides managerial oversight, but not in a way that is confining or restrictive.
- He practices and promotes teamwork in his work group. As a manager, Lee is typically concerned with getting his subordinates to work together collaboratively to achieve shared goals. Communications and problem solving are usually accomplished in a group setting rather than one-on-one with individual employees.
- Lee has a solid work ethic. He is usually willing to put in long or irregular hours at work when needed. Lee is likely to put forth considerable effort to attain job goals. As a manager, he is likely to expect similar effort levels from subordinates.

**Developmental Concerns:**

- At times, Lee can be hard to get along with. He could make more of an effort to be consistently agreeable and pleasant in his job-based interactions.
- Lee is below-average in terms of leadership potential. He may sometimes be too timid and hesitant to be an effective manager, especially when difficulties arise, such as dealing with problem employees, irate customers, or group conflict.
- Lee may have trouble coping with extensive or intensive job stress. He may not bear up as well under heavy pressure as many others who hold this job. Co-workers may perceive him as being too sensitive or reactive in some work situations.
- To ensure that people feel comfortable about sharing their ideas or asking questions of him, Lee may need to be more consistently outgoing and expressive. He could communicate more readily and effectively in some settings and go the extra mile to initiate good working relationships with key people in the company.
- 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, Lee's supervisor should review the company guidelines with respect to integrity and consequences for unacceptable behavior.
- Sometimes coming across as set in his ways, Lee may not be willing enough to try and promote new practices and procedures on his job. Subordinates may not feel comfortable suggesting ideas for improvement to him. He may not be receptive enough to company-sponsored innovation or training and development activities.
- Lee may sometimes give his subordinates too much leeway and autonomy. In some situations, he may need to do more in terms of setting goals, monitoring performance, and giving feedback to the people who report to him.

## 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 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.

### 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 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?

#### 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.

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