

test center

by People Systems

Technical 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
Agreeableness			◆		
Assertive Leadership				◆	
Conscientiousness				◆	
Emotional Stability					◆
Extroversion					◆
Integrity				◆	
Managerial Human Relations			◆		
Openness			◆		
Optimism		◆			
Task Structuring			◆		
Teamwork				◆	
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 Belita's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning Top 5%ile

Belita has a very high level of general cognitive aptitude. She 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.

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.

	Ms. Vargas's Responses
<i>Responsibility at work...</i>	is something I take very seriously and try to impart this attitude to employees as well.
<i>Working long hours every week...</i>	is something you have to do once in a while to meet deadlines and customer expectations.
<i>It's hard to do good work when...</i>	there has been poor communication about what everyone is doing.
<i>When my suggestions at work are turned down I...</i>	re-evaluate them and try to revise if indicated, or accept what the team has decided.
<i>Having to work on the weekend...</i>	is something I am used to.
<i>Overnight travel...</i>	is interesting if you are going to see a client and discuss business.
<i>As a manager, my greatest satisfaction at work...</i>	seeing out team work efficiently our people grow professionally and we all make a positive contribution to the companys profitability.
<i>Effective leadership...</i>	is vitally important for a smoothly functioning, efficient organization.
<i>Mentoring employees who report to me...</i>	is extremely satisfying to me. I really enjoy teaching and help people grow personally and professionally.
<i>When I have to make a decision quickly...</i>	I gather as many facts as I can and then I make the best decision possible.
<i>Giving performance feedback...</i>	is an important part of the employee performance process and helps people understand where they can do better.
<i>When I have to reprimand or discipline an employee...</i>	I gather the facts ahead of time, then have a private conversation that reviews the situation, obtain feedback. THEN we discuss how the individual can wrok to improve in order to meet expectations.
<i>Besides supervising other people, a manager should...</i>	impart positive values about work, quality, customer service, and dedication to the company.
<i>The average employee...</i>	desires to do a good job and can be a top performer if given good leadership and training.
<i>An employee who brings personal problems to work...</i>	is encouraged to keep his mind on his work so that we do not have accidents. I try to stay involved with employees enough that I know what is going on in their lives and can offer friendly advice or support as needed.
<i>The key to my success as a manager...</i>	understand the goals of the company and the requirements to make us profitable, then use our resources to achieve those goals.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	helping people develop positive mindset about work and quality.

<i>The best way to motivate people...</i>	get to know them so that you can encourage them in the way that fits their personality.
<i>The way I get people to work together is...</i>	empahsize how each person is important and how we all have to help each other so that the end result is good.
<i>I get people to participate in team discussions by...</i>	asking them to think about an issue for a minute, then asking each one for their ideas.
<i>Creating a strong team is not as important as...</i>	imparting positive values for hard work, quality, and dedication to customers.
<i>Content of my team meeting typically consists of...</i>	review of our goals for the day, presing issues that warrant discussion, making sure each person understands their assignments.
<i>Team meetings are best used for...</i>	issues that are important for everyone to know as well as issues that affect the whole team and warrant multiple inputs.
<i>The kind of assignment I like best is...</i>	a challenging one where we all have to work together.
<i>I enjoy working with people who...</i>	do quality work, are team minded, and go the extra mile to do their job well.
<i>I would turn down a job if...</i>	if felt the company was not committed to always improving operations or if I felt they did not intend to provide a positive organizational climate.
<i>The best way to get ahead in an organization...</i>	work hard to support the goals of the organization and learn as much as you can about all aspects of the business.
<i>The most fulfilling job I had...</i>	as a supervisor at ABC Corporation.
<i>My greatest satisfaction in a job...</i>	knowing that our team produced a quality product and that we enjoyed working together.
<i>A boss deserves loyalty if...</i>	he exhibits leadership, integrity, and a desire to help the comapny be profitable.
<i>What I want most from a job is...</i>	a sense of satisfaction for a job well done and long term career opportunities.
<i>The best type of supervisor for me would be someone who...</i>	provided good training and mentoring, then allowed me a lot of latitude to do my job well.
<i>Working closely with other people...</i>	is very enjoyable and makes work fun.
<i>My career goal for five years from now...</i>	is to be a seasoned, experienced Technican Manager who is a valuable asset to the company.
<i>To better myself I...</i>	try to learn as much about my job, my profession, and all aspects of my company.
<i>Working with coworkers who do not know as much as I do...</i>	is an oppportunity to share my knowledge.
<i>If I feel underutilized in my job...</i>	I look around for more opportunities to make myself useful to the company.
<i>To get ahead in most companies you have to...</i>	do your job well, show that you have the capacity to take on more responsibility, and have a good understanding of various parts of how the company operates.
<i>I sometimes felt my career advancement was limited by...</i>	my lack of an MBA.
<i>My ideal job would be...</i>	a Technical Manager.

<i>What annoys most workers...</i>	being disrespected and having their ideas discounted.
<i>I would quit my job if...</i>	I felt I had outlived my usefulness at one company or if I felt underutilized or mistreated.
<i>At work I feel tense when...</i>	we have tight deadlines.
<i>I don't like to work with people who...</i>	have little concern for their co-workers, have sloppy work habits and sour attitudes.
<i>My work performance suffers when...</i>	I have to work when I am sick.
<i>I would really dislike a supervisor who...</i>	disrespected employees.

Personality Assessment

Strengths:

- She tends to be easy to get along with. Belita avoids arguments and unpleasantness unless the topic or the person is one that really makes her upset.
- She is fairly assertive in her managerial style. Belita will direct the work of subordinates in a straightforward manner and deal with challenges to her authority without seeming domineering.
- She is conscientious and dependable in the way she works. Belita will typically follow through on her commitments and do what she says she will do. In addition, Belita is usually orderly and detail-minded in the way she performs job tasks and duties.
- She is well-adjusted and resilient. Belita can consistently weather job stress and strain without lowering her effectiveness. She will respond to crises with more calm than most employees.
- Belita is extroverted, gregarious, and outgoing in her interactions with other people. She will be an effective communicator and social facilitator in her work group. Belita will network with employees in other areas of the organization.
- Belita appears to be a principled and ethical person in how she performs job tasks and duties. She adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.
- As a manager, Belita shows some responsiveness to the thoughts and feelings of her subordinates. They are likely to feel that she is generally understanding. Belita will put some effort into creating and maintaining good morale in the work group.
- Her propensity to learn, change, and innovate on the job is about average. When new ideas or company-sponsored change initiatives are presented to Belita, she is more likely to accept them if substantial justification is provided.
- She is fairly wary and observant. Belita is usually on the lookout for potential problems and keeps a watchful eye on what is going on around her. As a manager, she will check on and try to verify what subordinates report about their activities and accomplishments.
- Belita provides some managerial oversight, but not to the extent that her subordinates feel micromanaged. She balances an emphasis on managerial control with empowerment of her employees.
- She is group-minded and teamwork-oriented. Belita encourages her subordinates to work together cooperatively to achieve common goals. She tends to focus on group goals instead of individual ones and will communicate most of the time with the group as a whole.
- Belita has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job and employer.

Developmental Concerns:

- In trying to handle situations that are particularly upsetting or aggravating, she can sometimes be disagreeable or harsh in how she comes across to others. Belita might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Belita may be too involved in the social side of work. She may spend time chatting and interacting with others when she should be concentrating on her own work obligations.
- Belita could be more willing to experiment with new ideas and procedures on her job. Some employees may perceive her as being unwilling to listen to ideas for change. She could be more interested in professional development and continued learning, both for herself and the people who report to her.
- Belita could be more optimistic in her outlook. She may occasionally be too critical and prone to look for problems and the downside of situations, leading her to give up on problems that other employees perceive as solvable. Employees may feel that she is too hard to please, which can sometimes lower their own work motivation.
- Belita may sometimes grant her subordinates too much freedom and latitude. She may need to initiate more task structure and provide more managerial oversight on a regular basis.

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?

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people. Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]
- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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.

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?

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