test center

by People Systems

Accounting Manager Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
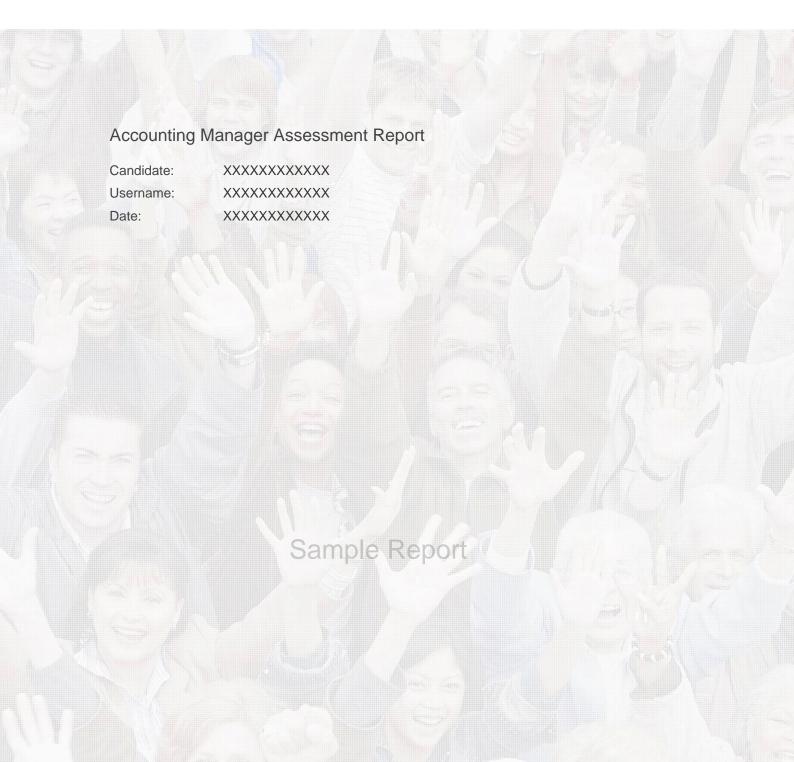Date: XXXXXXXXXXXX

Sample Report

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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			◆		
Conscientiousness			◆		
Emotional Stability			◆		
Extrinsic Motivation					◆
Extroversion			◆		
Impression Management					◆
Integrity			◆		
Managerial Human Relations			◆		
Openness			◆		
Optimism			◆		
Orderliness			◆		
Self-Confidence				◆	
Task Structuring					◆
Teamwork			◆		
Visionary Leadership					◆
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 Michael'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	70-79%ile
Verbal Reasoning	70-79%ile

Michael 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 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. Scott's Responses
Responsibility at work…	is a concept that everyone in this department and company needs to take very seriously.
Working long hours every week…	is a reflection that we have not managed our workload well and need to be more efficient.
It's hard to do good work when…	we all go our separate ways and do not communicate well to achieve synergy among all of our efforts.
When my suggestions at work are turned down I…	evaluate why my suggestion would not work or why another one was better then lend my support to the will of the team.
Having to work on the weekend…	is a part of the job during tax season.
Overnight travel…	is not typical for this job.
As a manager, my greatest satisfaction at work…	is seeing everyones efforts come together so that we achieve a high level of productivity and low error rate.
Effective leadership…	is setting goals, helping people envision a positive future, inspiring them to do their best, setting up systems that support productivity and efficiency, and creating positive climate.
Mentoring employees who report to me…	is very personally rewarding as I see them develop new professional skills and mature as a person.
When I have to make a decision quickly…	I review the information at hand, consider long and short term consequences for various alternatives, then make the best choice I can at the time.
Giving performance feedback…	is an important part of the leadership function to allow people to have a better understanding of where they are doing well (so that they can feel proud) and where they need to improve (so they can get on a better path).
When I have to reprimand or discipline an employee…	I make sure I have the important facts and evidence at hand, then I discuss the matter in a tactful manner, and then we jointly come up with a plan that serves the employee and the company as well.
Besides supervising other people, a manager should…	set a good role model, be a good liaison with other departments / upper management / customers, and seek innovations to help us do our work better.
The average employee…	wants to do a good job and feel proud of their accomplishments, and that is usually possibly if the employee is provided with good training and leadership.
An employee who brings personal problems to work…	needs to keep keep his mind on his work to minimize the risk of errors.

The key to my success as a manager…	is taking care of my employees, creating systems to facilitate an efficient flow of work and achieve a low error rate.
The biggest challenge to a manager in dealing with today's workforce…	is finding the right people for the type of complex work we do.
The best way to motivate people…	is first make sure they are well suited to the job, provide good training and orientation, set appropriate challenging goals and rewards, and help people feel good about their accomplishments.
The way I get people to work together is…	have regular discussions with the team about how we can work better together and get the members to generate creative approaches.
I get people to participate in team discussions by…	ask for input and make time available for general discussion.
Creating a strong team is not as important as…	creating an efficient, well conceived work process.
Content of my team meeting typically consists of…	review of current projects, discussion of challenges headed our way, discussion of current issues within the group.
Team meetings are best used for…	coordinating, informing, creating team spirit.
The kind of assignment I like best is…	coming into a new department that needs some shaping up.
I enjoy working with people who…	are eager, smart, well educated, customer-oriented, team players.
I would turn down a job if…	there was no challenge.
The best way to get ahead in an organization…	is achieve a high level of productivity and efficiency and morale in your own department and then show that you understand the larger goals of the organization.
The most fulfilling job I had…	was accounting manager at XYZ company.
My greatest satisfaction in a job…	is bringing a poorly performing group to the point that they are top performers.
A boss deserves loyalty if…	he or she is competent and ethical.
What I want most from a job is…	to know that I am valued by the organization and that my efforts are worthwhile.
The best type of supervisor for me would be someone who...	One who is considerate, fair, knowledgeable, respectful of employees, and is concerned about building a strong team.
Working closely with other people…	is critically important to achieving your goals.
My career goal for five years from now…	is to do an excellent job as Accounting Manager and to be considered for other senior level leadership roles in the company.
To better myself I…	read professional journals, news magazines, study for increasing levels of certification, attend professional meetings to network and learn from other people in my profession.
Working with coworkers who do not know as much as I do…	is very gratifying when I can share my knowledge and help someone else grow.

If I feel underutilized in my job…	talk with my boss about taking on new areas of responsibilty.
To get ahead in most companies you have to…	show that you understand how other parts of the organization work, i.e., that you can develop competency in more than one area.
I sometimes felt my career advancement was limited by…	lack of openings at my present company.
My ideal job would be…	V.P. Finance at a large non-profit organization.
What annoys most workers…	is being disrespected and devalued.
I would quit my job if…	I was asked to do something unethical.
At work I feel tense when…	there is lack of clarity about my goal.
I don't like to work with people who…	are lazy, incompetent, rude to customers, or who bad-mouth the company.
My work performance suffers when…	I have to work when I am not feeling well.
I would really dislike a supervisor who…	belittled employees on a regular basis.

Personality Assessment

Strengths:

- He tends to be easy to get along with. Michael avoids arguments and unpleasantness unless the topic or the person is one that really makes him upset.

- Michael is moderately assertive, but not aggressive, in his managerial style. He makes requests of subordinates and provides direction to them in a straightforward manner.

- He is often conscientious and dependable in his job performance. Yet, Michael can also adjust to changing circumstances and be flexible in how and when he carries out tasks and assignments.

- He can handle most ordinary types of job stressors and hassles. Michael 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.

- Strongly motivated by external, tangible rewards, Michael values opportunities for pay raises, commissions, and bonuses for attaining his goals. He consistently looks for ways to make more money on his job.

- Michael is generally amiable and pleasant in his interactions with others at work, sharing information that he feels others need to know and spending time listening to ideas when it seems important to do so. He can also concentrate his attention on the tasks at hand without being socially distractible or getting overly involved in pursuing friendships at work.

- He is highly aware of what is the correct thing to say and do in formal and informal situations. Michael is discreet and careful about how he presents himself at work.

- He is unlikely to do things which others would consider improper, illegal, or dishonest, yet he is not so rigid that he could not handle unusual situations on a case-by-case basis. He is reasonably ethical in his work behavior.

- Michael is typically respectful of the needs and concerns of subordinates. Some employees may see him as considerate and understanding. Michael will usually try to increase work group morale when it is low.

- He is about average in terms of openness to change. While Michael 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.

- Although fairly optimistic most of the time, Michael is not naïve or unrealistic. He tempers his positive outlook with an awareness of the potential for problems and difficulties. As a manager, Michael typically communicates realistic expectations to subordinates.

- Michael is moderately organized and systematic, in the way he approaches and completes job tasks.

- Michael is generally sure of himself and what he can do on the job. He has faith in his performance potential and ability to handle most problems capably on his job.

- As a manager, Michael registers as being highly structured. He creates work schedules, sets goals, monitors tasks, and provides contingent performance feedback to subordinates. Michael will follow up on assigned work to make sure that it has been completed.

- He encourages independent action in the service of collective goals. Michael will try to promote a sense of common purposes among team members, while also communicating one-on-one with individuals as needed.

- As a leader, Michael likes to try to identify what the future state of the organization should be and how to get from here to there. He can think intuitively about the organizational big picture. Planning and strategizing are functions which appeal to him.

- Generally, Michael 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. As a manager, Michael is unlikely to expect extensive overtime from subordinates.

Developmental Concerns:

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

- Michael may need to use a more forceful managerial style in some situations, especially when dealing with problem employees and interpersonal conflict. He may need to exert more influence in group settings and be more willing to confront problems head-on.

- Michael may not be as consistently conscientious and dependable as others who hold this job. He may need to perform job tasks, duties, and assignments in a more reliable manner that others can consistently count on.

- Michael 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.

- Michael may continually expect greater earnings. If this job does not regularly meet his need for money and extrinsic motivation, he may put less effort and dedication into his assignments or be inclined to look for a new job.

- To ensure that people feel comfortable about sharing their ideas or asking questions of him , Michael 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.

- He can sometimes be too concerned with his public image and how he comes across to other people. Michael could try to present himself in a more sincere, genuine manner when interacting with coworkers.

- Michael registered an average score on the integrity measure. Although this is not an unacceptable score, he should be given a careful orientation to company rules and policies, including a thorough explanation of how ambiguous situations are to be handled so as to maintain honest, ethical business practices. Michael also needs to understand the company's commitment to integrity and the consequences for improper behavior.

- Michael may sometimes be too comfortable with the status quo and current ways of doing things in the workplace; this creates a mindset in his work group that change is not needed or useful. He could do more to improve his job-related knowledge, skills, and abilities as well as those of his subordinates.

- As a manager, Michael could place greater emphasis on group unity, interdependence, and a shared sense of purpose among the employees who report to him. He may need to be more actively team-minded.

- As a leader, Michael needs to guard against overlooking the obvious when formulating future plans. He may need to be more pragmatic, down-to-earth, and grounded in his decision-making style. He may need to shift his focus from long-term objectives to short-term goals and concerns.

- Michael may, at times, need to be more willing to extend himself when long hours or an irregular work schedule are required. He may be reluctant to make any personal sacrifices for his job.

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

- 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.

MONEY MOTIVATION

- Describe your earnings goals for the next five years.

- Tell me which what factors define success for you in a job.

- Describe how your feelings of self-worth are affected by how much money you make.

- Describe the kind of lifestyle you want to achieve.

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?

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]

- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.

- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]

- Describe the most significant thing you have done to help yourself become better organized on your job.

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.

VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?

- Describe what you see as the key aspects of being a successful leader.

- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.