

test center

by People Systems

Business Development Professional 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
Agreeableness		◆			
Assertive Leadership				◆	
Competitiveness			◆		
Conscientiousness				◆	
Customer Service Orientation			◆		
Emotional Stability				◆	
Extrinsic Motivation	◆				
Extroversion				◆	
Goal-Setting	◆				
Integrity			◆		
Openness				◆	
Optimism				◆	
Social Networking	◆				
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 Charles'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 Top 5%ile

Verbal Reasoning 80-89%ile

Charles 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. Wiseman's Responses
<i>I will take on extra responsibilities in my job if and when...</i>	the responsibilities will assist our company to be more profitable or if it will not conflict with my regular duties.
<i>Working long hours every week...</i>	is part of being a high achiever.
<i>It's hard to do good work when...</i>	people are not reliable about supplying you with information they promised.
<i>When my suggestions at work are turned down I...</i>	review what I submitted, evaluate why it was rejected, compare my ideas with the one was that selected, and make better suggestions next time.
<i>Having to work on the weekend...</i>	is not atypical for someone who is determined to get ahead in life.
<i>Overnight travel...</i>	to visit with clients is usually a good way to bond with customers and get a good idea of their business situation.
<i>My approach to customer service is...</i>	make sure I understand their needs, then do everything possible to make sure their needs are met.
<i>Dealing with difficult customers...</i>	is absed on understanding how they see things.
<i>What customers really want from me is...</i>	responsiveness and understanding.
<i>When I am training a new staff on customer service, I emphasize...</i>	really listen and probe for what the customers needs are.
<i>I am least effective with certain customers...</i>	ones who do not want to talk -- just want a quick, easy answer.
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	the lifeblood of any company. You must serve your customers the very best you can.
<i>To me, being a good team player means...</i>	cooperating with people who have similar goals.
<i>I enjoy teamwork when...</i>	we are all working intently on a common goal and the results of our efforts will have a big impact on comapny profitability.
<i>The optimal split between team and independent work is...</i>	Almost all work is team-oriented in one way or the other. Anything I do on my own is eventually part of larger efforts with other people whether we call ourselves a team or not.
<i>Most team meetings are...</i>	interesting and help create meaningful solutions.
<i>My experiences with being on a team...</i>	are good. I believe in the power of group process.
<i>In most companies teams are...</i>	not utilized in an optimal manner.
<i>The kind of assignment I like best is...</i>	one where I can see the benefits of the work for our company.
<i>I enjoy working with people who...</i>	is highly motivated to do excellent work and who understand the importance of meeting deadlines.
<i>I would turn down a job if...</i>	I felt it did not offer interesting opportunities for business development and/or personal development for myself.

<i>The best way to get ahead in an organization...</i>	is work hard, be in the know, be creative, understand the basic mission and strategy of the organization and how you can further those goals.
<i>The most fulfilling job I had...</i>	was at my last company in a Business Development role.
<i>My greatest satisfaction in a job...</i>	is seeing hard work pay off in increased company profitability and more, interesting projects on the table.
<i>A boss deserves loyalty if...</i>	first if he/she is the boss second loyalty also derives from a positive relationship that a boss can develop with an employee, along with respect and dedication to the company.
<i>What I want most from a job is...</i>	sense of personal satisfaction.
<i>The best type of supervisor for me would be someone who...</i>	understands my strengths so that I can be given a loose rein in those areas, and who understands my weaknesses so additional career growth / mentoring can occur in these areas.
<i>Working closely with other people...</i>	is very stimulating and fun.
<i>What annoys most workers...</i>	feeling their ideas or their efforts do not matter.
<i>I would quit my job if...</i>	I felt the job and my personal career goals were not in synch.
<i>At work I feel tense when...</i>	we are behind schedule.
<i>I don't like to work with people who...</i>	do not have much work ethic or those who do not choose to be cooperative, team-players.
<i>My work performance suffers when...</i>	I work even when I am not feeling well physically.
<i>I would really dislike a supervisor who...</i>	was unresponsive to employees ideas or requests for information.
<i>Responsibility at work...</i>	is to be taken very seriously.
<i>Most of the official rules at work...</i>	are reasonable and are designed to keep things running smoothly.
<i>I get annoyed at work when...</i>	I don't get cooperation from people whose jobs interface with mine.
<i>Sometimes employers can place too much emphasis on...</i>	timeliness, punctuality -- little things that are less important than actually getting work done, meeting our objectives, and serving customers.
<i>When I make a mistake and someone criticizes me for it, I...</i>	try to understand where they are coming from, evaluate whether I need to change, and then make appropriate modifications.
<i>The most common ethical decisions I make in sales involve...</i>	customers who ask for unreasonable benefits or kick-backs.
<i>Being effective at sales in a particular industry is based on...</i>	understanding that industry and getting to know a lot of key people in a wide range of companies in that industry.
<i>The reason I will be successful in a sales role is...</i>	I have the know-how, the experience, and the drive to succeed.
<i>People say that I am a successful salesperson because of my...</i>	track record of success in a variety of sales jobs.
<i>My sales style is best described as...</i>	persistent, very attuned to my customer, and driven to get orders and meet our targets.

Personality Assessment

Strengths:

- Charles is comfortable in and often prefers a leadership role where he is responsible for the work of other people. He can be fairly directive and enforce his decisions with authority.
- Charles is moderately concerned with standing out among his peers as a good performer. He may occasionally compare his performance to that of other company salesmen and saleswomen, but he is not preoccupied with doing so. Although somewhat competitive, he is not aggressively determined to 'beat' other employees on sales performance indices.
- He is reliable and conscientious on the job. Charles typically honors his job expectations and commitments in a manner others can depend on. He is usually organized and orderly, paying attention to details and quality standards.
- Charles has a sound level of emotional resilience. He can cope effectively with most forms of job stress and pressure. He is fairly level-headed and collected in times of work crises and group conflict. Subordinates will not expect an angry response by Charles when they approach him with bad news.
- Charles is more motivated by the nature of his job, including variety, challenge, autonomy, responsibility, and relationships with customers than simply by making a lot of money or achieving high status. Charles values these intrinsic, personal job motivators more than extrinsic, financial factors.
- Charles registers as being outgoing, cordial, and friendly in most job-based interactions. He is a fairly effective communicator who maintains a good flow of information in his work group.
- Charles scores as average in terms of being honest and rule-following. He will usually adhere to company norms, values, and policies on his job.
- He is typically progressive and open-minded. Charles is usually ready to adopt and disseminate new ways of doing things and engage in innovation initiatives. He will be concerned with continuous improvement, job training, and employee development.
- Fairly optimistic about most things, Charles tries to look for positive qualities in people and future opportunities. He is not one to form negative preconceptions quickly. Charles will focus on positive qualities in the people he works with, the projects he works on, and the organization he works for. As a manager, Charles often conveys upbeat expectations to his subordinates which can help them persevere on difficult assignments.
- He practices and promotes teamwork in his work group. As a manager, Charles 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.
- As a leader, Charles 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.
- Charles has a high work drive. He invests a lot of time and energy into his job, even when long hours are required. As a manager, Charles sets a good example for subordinates of working hard.

Developmental Concerns:

- He can sometimes be argumentative or divisive in group settings. Charles could try to be more pleasant and congenial in interactions on the job, especially in work environments where there is an emphasis on teamwork.
- Charles's commitment to customer service could be further developed. He could do more, at times, to sense customers' preferences, address their concerns promptly, and ensure their satisfaction.
- In the long term, Charles's high level of concern for doing interesting and personally meaningful work may be unrealistic. You will need to keep him motivated on an ongoing basis by stressing such factors as autonomy, challenge, and variety in assignments.
- People like Charles typically feel that spending time setting goals and objectives actually diminishes overall efficiency.
- Charles's integrity score is in the average range. This is not an unacceptable score, but if he is hired, his supervisor will want to reinforce the importance of company rules, policies, and guidelines as well as provide examples of how to handle ethically ambiguous situations. Charles needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.
- Charles does not appear to appreciate the value of networking to create social connections. He may avoid moving in circles outside his normal set of friends and acquaintances.

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?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

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.

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?

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.

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