

test center

by People Systems

Engineering Manager I 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					◆
Customer Service / Responsiveness				◆	
Emotional Stability				◆	
Extroversion					◆
Impression Management					◆
Integrity			◆		
Managerial Human Relations					◆
Openness			◆		
Optimism				◆	
Orderliness					◆
Self-Confidence				◆	
Task Structuring				◆	
Teamwork				◆	
Tough Mindedness		◆			
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 **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning	Top 5%ile
Numeric Reasoning	80-89%ile
Verbal Reasoning	Top 10%ile

Charles has a very high level of general cognitive aptitude. He 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.

Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
Mechanical Reasoning										X

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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. Curtis's Responses
<i>Responsibility at work...</i>	is a part of every single employees job.
<i>Working long hours every week...</i>	is not uncommon in successful companies.
<i>It's hard to do good work when...</i>	when teamwork is lacking and coordination is poor.
<i>When my suggestions at work are turned down I...</i>	accept the group decision, unless I feel I need to rethink and resubmit my original suggestion.
<i>Having to work on the weekend...</i>	is necessary at times to meet pressing deadlines.
<i>Overnight travel...</i>	is called for at times to visit customer sites, attend conferences, etc.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing our team meet difficult challenges.
<i>Effective leadership...</i>	is bringing resources together to meet a common goal.
<i>Mentoring employees who report to me...</i>	is very gratifying to me personally, and necessary for the company to make efficient use of human resources.
<i>When I have to make a decision quickly...</i>	I collect as much solid information as possible from as many sources as possible given the time constraints, then make the best decision possible.
<i>Giving performance feedback...</i>	is important so that people have a clear sense of how to apply their efforts on the job and be a valuable asset to the company.
<i>When I have to reprimand or discipline an employee...</i>	I try to gather valid information, share it with the employee, and jointly seek a solution.
<i>Besides supervising other people, a manager should...</i>	coordinate well with other parts of the company.
<i>The average employee...</i>	desires to do a good job and can do so if given the resources (training and leadership) he needs to do so.
<i>An employee who brings personal problems to work...</i>	needs understanding from me but he also needs to understand he must maintain good job performance.
<i>The key to my success as a manager...</i>	is understanding my people.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is bringing everyone together to focus on our goals to help the company be successful.
<i>The best way to motivate people...</i>	is understand each persons unique talents.
<i>The way I get people to work together is...</i>	have regular meetings where we share ideas and concerns.
<i>I get people to participate in team discussions by...</i>	asking for input and expecting participation.
<i>Creating a strong team is not as important as...</i>	setting high standards.
<i>Content of my team meeting typically consists of...</i>	review of issues related to current operations / projects, new upcoming projects, news from other parts of the company.

<i>Team meetings are best used for...</i>	making sure that we are all working on the same page and ensuring that everyone has the information they need.
<i>The kind of assignment I like best is...</i>	new and challenging projects.
<i>I enjoy working with people who...</i>	are dedicated to company success and teamwork.
<i>I would turn down a job if...</i>	I felt the company did not support highest standards in everything we do.
<i>The best way to get ahead in an organization...</i>	is work hard, learn as much as you can, and try to help the company prepare for future challenges.
<i>The most fulfilling job I had...</i>	is the one I ma in right now as Engineering Manager at ABC Corp.
<i>My greatest satisfaction in a job...</i>	is seeing successful projects through to completion and being able to realize profits for the company and sense of pride for our people.
<i>A boss deserves loyalty if...</i>	he is does his best for the company.
<i>What I want most from a job is...</i>	sense of pride in successful accomplishments.
<i>The best type of supervisor for me would be someone who...</i>	was supportive and kept my well informed about what is going on in other parts of the company.
<i>Working closely with other people...</i>	is necessary to have a smooth functioning operation.
<i>My career goal for five years from now...</i>	is to be Engineering Manager at this company.
<i>To better myself I...</i>	always try to learn as much as I can.
<i>Working with coworkers who do not know as much as I do...</i>	is a good opportunity to share what I know so that we can both grow.
<i>If I feel underutilized in my job...</i>	I seek out other responsibilities to make myself useful.
<i>To get ahead in most companies you have to...</i>	demonstrate competence both at your current level and at the next higher level as well.
<i>I sometimes felt my career advancement was limited by...</i>	nothing. I feel that I can use my knowledge, experience, creativity and leadership skills to accomplish my goals and help my employers company be successful.
<i>My ideal job would be...</i>	Engineering Manager
<i>What annoys most workers...</i>	feeling their efforts are not valued or appreciated.
<i>I would quit my job if...</i>	I felt the company did not stand behind their stated values and standards.
<i>At work I feel tense when...</i>	deadlines are approaching.
<i>I don't like to work with people who...</i>	are backstab others, lack real interest in teamwork, and who do not pull their share of the load.
<i>My work performance suffers when...</i>	I am sick but still have important duties to fulfill.
<i>I would really dislike a supervisor who...</i>	was not accessible when I needed him.

Personality Assessment

Strengths:

- He is very concerned with getting along well with the people he works with. Charles is consistently agreeable and will work hard to preserve harmony in social situations.
- He has a typically self-assured, take-charge leadership style. Charles can bring his influence to bear on subordinates and direct their efforts toward goal attainment in a straightforward manner .
- He is consistently conscientious and dependable in the way he works. Charles will follow through on his commitments and do what he says he will do.
- Charles places substantial emphasis on customer satisfaction and retention in his work. He tries to anticipate and fulfill customer needs and demands courteously and without delay. As a manager, Charles usually encourages customer responsiveness by the people who report to him.
- 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 extroverted, gregarious, and outgoing in his interactions with other people. He will be an effective communicator and social facilitator in his work group . Charles will network with employees in other areas of the organization.
- He is attuned to what is the right thing to say and do in social situations. Very observant and shrewd, he tries to evaluate the consequences of his decisions before committing himself to a course of action.
- Charles's level of integrity is average. He will perform his job in a manner that is generally consistent with company rules, ethical codes, and values, yet Charles is flexible enough to make exceptions in unusual circumstances.
- As a manager, Charles tries to be very responsive to the thoughts and feelings of his subordinates. They are likely to see him as someone who is considerate and understanding. When negative attitudes emerge, he moves quickly to resolve them.
- His propensity to learn, change, and innovate on the job is about average. When new ideas or company-sponsored change initiatives are presented to Charles, he is more likely to accept them if substantial justification is provided.
- He is upbeat and optimistic most of the time. Charles tends to look for the best in the people he works with and the situations he works in. When faced with problems on the job, Charles usually stays positive and perseveres to overcome them. As a manager, he typically conveys positive expectations to subordinates.
- He is very systematic and orderly in his work. Charles should be good at managing information and keeping things organized.
- Charles is fairly self-assured and secure with his capabilities. He is not prone to doubt himself or fret about things. Charles will approach tasks with confidence that he can handle problems and perform competently.

- Charles is concerned with setting up a sound organizational structure where subordinates know what is expected of them and how well they are performing. He usually clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback when needed.
- He is teamwork-oriented. As a manager, Charles fosters cooperation and interdependence in his work group. Most of his communications will be directed toward the group instead of individuals.
- Charles will often base his decisions on his own personal feelings and the perceived feelings of the people he works with, rather than on facts and data. He is likely to demonstrate empathy and understanding in his relations with coworkers.
- Charles has an above-average work drive. He usually works hard and does what it takes, including putting in overtime or irregular hours, to meet the demands of his job. As a manager, Charles will set a good example for subordinates of working persistently to complete projects and attain goals.

Developmental Concerns:

- Charles may be too involved in the social side of work. He may spend time chatting and interacting with others when he should be concentrating on his own work obligations.
- Others may sometimes see Charles as putting on a false front or as trying to manipulate them. He could be more genuine and candid in the way he interacts with coworkers and customers.
- Charles's score on the integrity dimension was in the average range. While this does not necessarily predict a future problem, it points to the need for a good on-the-job orientation and training about how to handle various situations, including "gray areas", in a manner consistent with the company's code of ethics. He needs to have a solid understanding of organizational rules and consequences for inappropriate behavior.
- Charles could be more willing to innovate and learn new approaches to his work. He could be more open to improving job-related knowledge, skills, and abilities for himself and his subordinates.
- Charles can sometimes be so feeling sensitive that it may be hard for him to critically and objectively appraise situations, problems, and people. He may overreact to negative feedback, criticism, or disapproval. Charles may need to toughen up and develop more of a thick skin if he is to function comfortably in some work settings.

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.

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

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.
- Describe your approach to doing long-range planning and strategic development 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.

TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

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