

test center

by People Systems

Executive/ Senior Manager for Non Profit Organizations Assessment Report

Candidate: XXXXXXXXXXXXX

Username: XXXXXXXXXXXXX

Date: XXXXXXXXXXXXX

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				◆	
Extroversion					◆
Goal-Setting					◆
Integrity				◆	
Intrinsic Motivation					◆
Managerial Human Relations				◆	
Openness				◆	
Optimism		◆			
Social Networking					◆
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 Frank'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

Frank 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.

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. Matherly's Responses
<i>Responsibility at work...</i>	is part of everyones job description. We all should have a commitment to seeing our organization succeed and dedication to serving our clients.
<i>Working long hours every week...</i>	is not uncommon when you are carrying out the mission of the organization.
<i>It's hard to do good work when...</i>	we are all so busy that we dont coordinate well.
<i>When my suggestions at work are turned down I...</i>	reconsider my plan in light of others reactions, then either reformulate my idea or support what the group decided.
<i>Having to work on the weekend...</i>	in not uncommon.
<i>Overnight travel...</i>	is rarely needed in this job -- and I am glad of that.
<i>As a manager, my greatest satisfaction at work...</i>	is knowing our clients are served well, meeting the needs of the community, and seeing our employees take pride in their work.
<i>Effective leadership...</i>	is bringing everyone together to work on the same goals and achieving our mission in a effective manner using our resources to their best advantage.
<i>Mentoring employees who report to me...</i>	is very enjoyable and gratifying.
<i>When I have to make a decision quickly...</i>	I gather as much relevant information as possible from trusted sources, then make the best decision possible at that time.
<i>Giving performance feedback...</i>	needs to be done with tact as well with firmness so that real gains can be made in the long term.
<i>When I have to reprimand or discipline an employee...</i>	I gather sufficient information about the situation so that I know what I am talking about and have examples so that I can explain. Then we frankly discuss the issues so that I can hear the other side, and we jointly come up with a plan to resolve the issue.
<i>Besides supervising other people, a manager should...</i>	serve as a role model for integrity, commitment, passion for our mission, and wisdom about how we should proceed in the future.
<i>The average employee...</i>	is good hearted and desirous of doing a good job if we give him/her sufficient training and resources.
<i>An employee who brings personal problems to work...</i>	First, they need a sympathetic ear and a message that we care, but they also need to understand that our mission to help our clients must be met.
<i>The key to my success as a manager...</i>	is maintaining a motivated, enthusiastic, hard working workforce and making sure that all of our operational systems operate in an effective, efficient manner.

<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is shaping the right mindset to ensure that our clients are well served.
<i>The best way to motivate people...</i>	is to share with their the noble purpose of everyones work in our organization and help them see how their efforts are critical in meeting our goals.
<i>The way I get people to work together is...</i>	bring them together as a group to talk about our mission and purpose, then get everyone to share in planning how we can best work together to achieve our goals.
<i>I get people to participate in team discussions by...</i>	giving an opportunity for each person to make their points, then specifically asking reticent individuals what their ideas are.
<i>Creating a strong team is not as important as...</i>	is just as important as providing the resources to the teams so that they feel well equipped to achieve their goals.
<i>Content of my team meeting typically consists of...</i>	I have a typical agenda where we discuss each of our operational areas and how things are coming along, and then we discuss issues for improvement.
<i>Team meetings are best used for...</i>	group sharing of ideas and solutions for communication, conflict resolution, and planning.
<i>The kind of assignment I like best is...</i>	one that is challenging and offers exciting possibilities for new types of positive outcomes.
<i>I enjoy working with people who...</i>	are dedicated, enthusiastic, cheerful, positive, committed, and hard working.
<i>I would turn down a job if...</i>	I felt the organizations board of directors had unrealistic goals.
<i>The best way to get ahead in an organization...</i>	is to gain an understanding about how all the systems interface in the organization to produce our current level of output, and to also understand what things we need to do to reach the next level of success.
<i>The most fulfilling job I had...</i>	Was working at the Domestic Abuse Shelter because we had such a great group of committed employees and we were able to do so much good in the community.
<i>My greatest satisfaction in a job...</i>	is seeing the benefits that all of our efforts can make for our clients.
<i>A boss deserves loyalty if...</i>	he or she is your boss. If he or she does not demonstrate integrity, effectiveness, or respect for others, then I think others higher up in the organization need to know about that.
<i>What I want most from a job is...</i>	knowledge that we are working on a noble mission that will have a lot of positive benefits for our target population.
<i>The best type of supervisor for me would be someone who...</i>	understood the challenges I am facing in my role and could help me find creative solutions.
<i>Working closely with other people...</i>	is a joy.
<i>My career goal for five years from now...</i>	is to be an effective and successful executive director of this organization.

<i>To better myself I...</i>	learn as much as I can from talking to our staff, talking to people in other similar organizations, talking to people in the community about our clients and our services, going to conferences to learn what other similar organizations are doing, and so on.
<i>Working with coworkers who do not know as much as I do...</i>	is an opportunity for me to help them grow personally and professionally.
<i>If I feel underutilized in my job...</i>	I look for new projects to get involved in.
<i>To get ahead in most companies you have to...</i>	work hard, make a worthwhile contribution to the purpose of the organization, show that you are dedicated and have good ideas.
<i>I sometimes felt my career advancement was limited by...</i>	cant think of anything.
<i>My ideal job would be...</i>	Executive Director of a human services agency.
<i>What annoys most workers...</i>	feeling devalued and unappreciated.
<i>I would quit my job if...</i>	I felt that I was not achieving my goals.
<i>At work I feel tense when...</i>	we have a lot on our plate.
<i>I don't like to work with people who...</i>	are denigrate our clients or who carry out their duties in a lazy or haphazard manner.
<i>My work performance suffers when...</i>	I have to come to wokr to get imporant takss done even though I am unwell.
<i>I would really dislike a supervisor who...</i>	disrespected our client or our employees.

Personality Assessment

Strengths:

- For the most part, he is agreeable and easygoing at work. Frank will usually avoid disagreements, conflict, and arguments with other people.
- Frank can usually impose his will and influence on other people. He should be fairly comfortable with a leadership role where he directs the work of others and is accountable for their performance.
- Frank is very competitive and highly energized by opportunities to be successful in comparison to others who hold this job. He is very concerned with doing better than his peers.
- He is reliable and conscientious on the job. Frank 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.
- Frank tries to meet customers' needs and requests in a timely, personalized manner. He is fairly focused on keeping them satisfied.
- He is generally resilient and well-adjusted. Frank can weather most forms of job stress and strain without lowering his effectiveness.
- Frank registers as being extroverted, cheerful, and expressive in his job-based interactions. Most employees will feel comfortable seeking him out for sharing ideas and exchanging information. He should demonstrate good communication skills and awareness of interpersonal dynamics in the workplace.
- Frank consistently uses goal-setting to structure his work efforts. You can count on him to take time to prioritize his tasks and establish long and short term objectives.
- Frank scores above-average in terms of being honest and rule-following. He will internalize and promote company norms, values, and policies on his job.
- Intrinsic rewards such as personal enjoyment of his tasks are much more appealing to Frank than extrinsic features of a job such as bonuses, job status, etc. He is drawn to jobs that he finds interesting and meaningful.
- As a manager, Frank is typically responsive to the thoughts and feelings of his subordinates. They are likely to see him as someone who is usually considerate and understanding. Frank puts considerable effort into creating and maintaining good morale in his work group.
- He is open to change and innovation in the workplace. Frank is motivated to engage in new learning and professional development, both for himself and his subordinates.
- He is fairly attentive to what goes on around him and often keeps a close watch on situations that could be problematic. Frank will not be deceived by false promises or blindsided by unexpected negative developments. He will not rush to expend valuable resources on questionable projects.

- Developing a variety of social relationships with people in the community – vendors, customers, government, and other professionals – is something that Frank engages in on a regular basis. He understands the importance of having an extended network of people who can be of benefit to his company.
- Frank provides some managerial oversight, but not to the extent that his subordinates feel micromanaged. He balances an emphasis on managerial control with empowerment of his employees.
- He typically emphasizes teamwork and cooperation in the workplace. As a manager, Frank emphasizes interdependence and mutual supportiveness among the people who report to him. He engages in goal setting, consensus building, and exchange of ideas in group settings, not one-on-one with individual employees.
- As a leader, Frank takes some time to plan ahead for organizational outcomes and ways to achieve them. He is fairly concerned with envisioning future possibilities and formulating plans to actualize them. Frank intuitively interprets facts, data, and information so as to clarify company strategies.
- Frank has an above-average work drive. He is usually willing to work overtime and otherwise extend himself to meet the demands of his job and employer.

Developmental Concerns:

- He can sometimes be unpleasant or difficult to deal with when interacting with other people . Frank may need some feedback about being more consistently pleasant and congenial in his interactions with coworkers.
- In his zeal to do better than others, Frank can become aggressive and self-centered. He may not give enough attention to aspects of his job that are difficult to measure or do not produce tangible outcomes , such as mentoring employees and promoting teamwork.
- Frank may, at times, let his needs for social contact get in the way of team productivity such as when meetings involve a lot of general conversation. His high need for social interaction can sometimes lower his own work efficiency.
- Frank may sometimes be too pessimistic and inclined to expect negative outcomes. Some people may feel that Frank is too quick to conclude that a solution to a problem is unattainable. As a manager, Frank could do more to get subordinates to see future plans and prospects in a positive light.
- Frank may, at times, need to monitor what his subordinates are doing and what they are accomplishing. He may need to manage daily activities and accomplishments more closely.

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.

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

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?

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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