

test center

by People Systems

Financial 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				◆	
Dependability			◆		
Detail Mindedness			◆		
Emotional Stability/Resilience		◆			
Extroversion				◆	
Impression Management					◆
Integrity			◆		
Intrinsic Motivation			◆		
Managerial Human Relations				◆	
Managerial Task Structuring				◆	
Openness to Change			◆		
Optimism / Enthusiasm			◆		
Orderliness			◆		
Self-Confidence				◆	
Teamwork Orientation				◆	
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 Mike'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 70-79%ile

Verbal Reasoning 80-89%ile

Mike 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. Porter's Responses
<i>Responsibility at work...</i>	is something I take very seriously and strive to always perform at my best to ensure the viability of this company.
<i>Working long hours every week...</i>	usually means that we are not doing our jobs efficiently.
<i>It's hard to do good work when...</i>	we are behind schedule and under tremendous pressure.
<i>When my suggestions at work are turned down I...</i>	I think of new ones next time.
<i>Having to work on the weekend...</i>	is something we all have to do from time to time to meet our obligations.
<i>Overnight travel...</i>	is not part of this job.
<i>As a manager, my greatest satisfaction at work...</i>	is knowing that the company is successful and profitable.
<i>Effective leadership...</i>	is directing, organizing, inspiring, and motivating.
<i>Mentoring employees who report to me...</i>	is one of the more personally rewarding parts of my job.
<i>When I have to make a decision quickly...</i>	After considering the facts and the short & long term consequences of various options, I do so.
<i>Giving performance feedback...</i>	in a constructive manner is usually has many benefits for the individual employee and the company.
<i>When I have to reprimand or discipline an employee...</i>	I prepare myself with the facts, then meet with the person to review the situation, the causes, and what we can do about it going forward.
<i>Besides supervising other people, a manager should...</i>	put time and mental energy into charting the course of the entire organization.
<i>The average employee...</i>	is dedicated and hard working as long as they are provided the right tools to do their jobs and appreciation to keep them motivated.
<i>An employee who brings personal problems to work...</i>	needs a kind, listening ear -- to a point -- then they need to get their job done.
<i>The key to my success as a manager...</i>	is to bring all the resources together to make sure that we are a successful organization.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is finding people with the right mix of talent and technical skills.
<i>The best way to motivate people...</i>	is to make sure they are well trained in what you need for them to do, inculcated into the culture of our organization and motivated by virtue of our investment in them.
<i>The way I get people to work together is...</i>	bring people together to talk about common goals and to resolve coordination problems.
<i>I get people to participate in team discussions by...</i>	asking for their input on various topics.
<i>Creating a strong team is not as important as...</i>	making sure that teams are well constructed in the first place.

<i>Content of my team meeting typically consists of...</i>	reviewing current projects, and then looking at whats coming.
<i>Team meetings are best used for...</i>	bringing people together to make sure that we are all operating with the same mindset.
<i>The kind of assignment I like best is...</i>	one that has a clear impact on the profitability of the organization as a whole.
<i>I enjoy working with people who...</i>	are dedicated, hard-working, have a sense of humor, and get along well.
<i>I would turn down a job if...</i>	I could not fulfill objectives of the job or if I felt the partners were not dedicated to doing excellent work, providing top notch customer service, or were doing something unethical.
<i>The best way to get ahead in an organization...</i>	is to show that you have an understanding of how other parts of the organization work, not just your own department.
<i>The most fulfilling job I had...</i>	was working for XXX Financial Services in Chicago.
<i>My greatest satisfaction in a job...</i>	is turning around a poorly performing unit.
<i>A boss deserves loyalty if...</i>	he shows loyalty to you and that you feel treated fairly.
<i>What I want most from a job is...</i>	a chance to utilize my skills and insights to help a financial services organization grow.
<i>The best type of supervisor for me would be someone who...</i>	An ideal manager for me would be one who is competent as a leader, respects employees, tries to build a strong team where everyone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together.
<i>Working closely with other people...</i>	is very rewarding when everything comes together and we can all be proud of the results.
<i>My career goal for five years from now...</i>	is to be CEO of a financial services firm
<i>To better myself I...</i>	look for ways to increase profitability by reading professional literature, personal study, and developing collegial relationships to learn about other innovations.
<i>Working with coworkers who do not know as much as I do...</i>	allows me to share my knowledge and insights.
<i>If I feel underutilized in my job...</i>	realize that I need a new job.
<i>To get ahead in most companies you have to...</i>	show that you have a good understanding of the companys mission and how you can personally contribute.
<i>I sometimes felt my career advancement was limited by...</i>	I cant think of anything.
<i>My ideal job would be...</i>	right now, it would be CFO of a Financial Services firm.
<i>What annoys most workers...</i>	being kept out of the loop on major decisions that affect the firm.
<i>I would quit my job if...</i>	the company I worked for did not represent the highest ideals of customer service and quality.
<i>At work I feel tense when...</i>	I know that key clients are unhappy.
<i>I don't like to work with people who...</i>	slack off and try to unburden their work on others or let it slide until the last minute.

<i>My work performance suffers when...</i>	we are not all working together as a team.
<i>I would really dislike a supervisor who...</i>	was inconsiderate and arrogant.

Personality Assessment

Strengths:

- He will usually be agreeable and congenial in his interactions with other people. Unless he is particularly upset about something at work, you can expect him to avoid arguments and contentious interactions.
- Mike is moderately assertive when the situation permits or calls for it. However, he is by no means aggressive or overbearing, and tries to influence the behavior and guide the work of subordinates in a respectful, reasonable manner.
- Mike is moderately reliable in his work habits. However, he also uses his own judgment to determine how promptly or thoroughly he will carry out his job responsibilities and commitments.
- Mike is usually genial and sincere in his dealings with customers and coworkers. He is not readily distracted by opportunities for social interaction and can work comfortably on tasks requiring focus and concentration.
- He is concerned with projecting a positive image to other people. Mike will usually emphasize positive features about himself and his work. He is not one to let himself be seen in a bad light if he can help it.
- Mike scores in the average range on integrity. He is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.
- The intrinsic aspects of his job, such as variety, stimulation, and responsibility are appealing to Mike although financial rewards and incentives are motivating as well.
- As a manager, Mike usually shows respect for the feelings and concerns of subordinates. He wants to make subordinates feel valued and appreciated, and he will look for efficient ways to keep morale positive.
- He is about average in terms of being willing to try new procedures and change his current ways of doing things on his job. Mike needs to be shown the benefits of change before he is willing to try something new.
- Guardedly optimistic in his approach to work, Mike not only will look for positive qualities in most situations and people, but also has a healthy amount of skepticism.
- He registers as being fairly careful and methodical in the way he performs many tasks and assignments.
- Mike is fairly self-assured and secure with his capabilities. He is not prone to doubt himself or fret about things. Mike will approach tasks with confidence that he can handle problems and perform competently.
- As a manager, Mike is inclined to create and maintain a structured task environment. He usually clarifies roles, duties, and assignments to subordinates and gives them appropriate performance feedback.
- Mike values teamwork and interdependence in his work group. He will typically work with others in a collaborative, mutually supportive manner.
- Mike has a fairly strong work ethic. He will often put in long hours at work or make personal sacrifices, when necessary, for his job.

Developmental Concerns:

- In stressful situations, he can sometimes come across to others as disagreeable or difficult to get along with. Mike may need to make more of an effort to be courteous and pleasant in all of his interactions with others in the workplace.
- He could be more assertive and persuasive at times. As a manager, Mike could be more willing to use his influence and authority to direct the work of subordinates, particularly those who create conflict with other employees or who try to undermine his leadership. When participating in meetings with upper level management, he will probably need to work on being willing to present and defend his good ideas more effectively.
- Mike could more consistently honor his work commitments and obligations. He could do a somewhat better job of doing everything he says he will do for customers and following through on his pledges and promises to them.
- Not particularly thorough or careful in checking his work, Mike will need instruction in proper methods of checking work products, as well as extra supervision and quality checks for the results of his efforts .
- From the standpoint of emotional stability and endurance, Mike registers as below-average and may not be up to the stress of this job. He may not be as able as most employees to weather work pressure and strain.
- Mike could enhance his communication skills somewhat. He could be more consistently sociable and outgoing when interacting with customers and coworkers.
- Mike scored at an average level on our measure of integrity. If he is hired, it is advisable to provide him with training that addresses ethical guidelines, examples of ambiguous situations, and the consequences for violation of company rules and policies.
- Mike could be more open to organizational change and innovation as well as job-related training and development. He could be more inclined to acquire new learning and develop new skills and abilities.

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/RESILIENCE

- 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.

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.

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