

test center

by People Systems

Information Systems Manager Assessment Report

Candidate: XXXXXXXXXXXX

Username: XXXXXXXXXXXX

Date: XXXXXXXXXXXX

Sample Report

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Adam'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 Top 5%ile

Verbal Reasoning 80-89%ile

Adam 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. Frederick's Responses
<i>Responsibility at work...</i>	I take it very seriously and want to demonstrate my worth to the company.
<i>Working long hours every week...</i>	can be required if we have a big project that needs to get done within a certain time frame, but it should not be the norm every week or else an exhausted workforce loses their zest and edge.
<i>It's hard to do good work when...</i>	we dont have enough manpower with the right skills mix.
<i>When my suggestions at work are turned down I...</i>	consider why my idea would not work, and then use that insight to try for other possible solutions.
<i>Having to work on the weekend...</i>	is OK once in a while, but not all the time.
<i>Overnight travel...</i>	is OK once in a while for specific business purposes.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing major projects come together in a timely, cost-efficient manner. We can all be proud of our accomplishment.
<i>Effective leadership...</i>	is bringing all the resources together to achieve major goals for the company.
<i>Mentoring employees who report to me...</i>	is very gratifying to see a junior staff person develop more skills and move ahead in their career.
<i>When I have to make a decision quickly...</i>	I assemble all the relevant facts, do a quick analysis, then make the best decision possible at the time.
<i>Giving performance feedback...</i>	is important for employees to maximize their personal and career growth.
<i>When I have to reprimand or discipline an employee...</i>	I assemble the evidence, have a frank discussion with the employee, then we make a decision as to how to move forward.
<i>Besides supervising other people, a manager should...</i>	coordinate with other departments, senior management, our customers and vendors.
<i>The average employee...</i>	is ready to work hard and do a good job if given the right training, motivation, and working conditions.
<i>An employee who brings personal problems to work...</i>	needs a supportive ear from co-workers, but he also needs to understand that we are here to get the job done.
<i>The key to my success as a manager...</i>	my commitment to productivity, quality, creativity and meeting customer expectations.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	creating a sense of passion for our work and our customers.
<i>The best way to motivate people...</i>	is to inspire them to do their best and give them the tools to achieve.
<i>The way I get people to work together is...</i>	bring them together to focus on common goals.

<i>I get people to participate in team discussions by...</i>	open up the discussion to input from everyone.
<i>Creating a strong team is not as important as...</i>	Creating a strong team is based on having the right people on the job.
<i>Content of my team meeting typically consists of...</i>	review of current projects, discussion of current issues and concerns, plans for the future.
<i>Team meetings are best used for...</i>	getting everyone working on the same page and smoothing out places where we need more coordination.
<i>The kind of assignment I like best is...</i>	a new creative project that has major implications for company profitability.
<i>I enjoy working with people who...</i>	are eager, creative, enthused, willing to work collaboratively.
<i>I would turn down a job if...</i>	if could not make a positive impact on the companys bottom line.
<i>The best way to get ahead in an organization...</i>	is to create results that support the companys mission.
<i>The most fulfilling job I had...</i>	was when I worked at ABC Corporation as Information Systems Manager.
<i>My greatest satisfaction in a job...</i>	is seeing major projects come to completion before the deadline and under budget.
<i>A boss deserves loyalty if...</i>	he is doing his job as my manager.
<i>What I want most from a job is...</i>	job stability and challenging, mentally stimulating work.
<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 paramount to being able to achieve our goals.
<i>My career goal for five years from now...</i>	is to be the President of this company.
<i>To better myself I...</i>	read professional literature, coordinate with colleagues, and seek out innovative ideas at other companies.
<i>Working with coworkers who do not know as much as I do...</i>	When I can share my expertise with them, it is very heart-warming to see them grow professionally
<i>If I feel underutilized in my job...</i>	seek other ways to contribute.
<i>To get ahead in most companies you have to...</i>	do your job well, bond well with people senior to you, and demonstrate that you have more to offer at a higher level.
<i>I sometimes felt my career advancement was limited by...</i>	lack of opportunity at a company so I was forced to search elsewhere for appropriate positions.
<i>My ideal job would be...</i>	Information Systems Manager
<i>What annoys most workers...</i>	lack of respect, inconsistencies, disinformation from management
<i>I would quit my job if...</i>	I could no longer make a viable contribution to the company.
<i>At work I feel tense when...</i>	we lack critical information and our projects are subsequently held up.
<i>I don't like to work with people who...</i>	are sarcastic, lazy, and do not have the best interests of the company at heart.
<i>My work performance suffers when...</i>	we get conflicting information about customer needs.

<i>I would really dislike a supervisor who...</i>	was inconsistent, lacked leadership capacity, or was disrespectful to employees.
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Personality Assessment

Strengths:

- Adam is moderately influential, but not pushy or bossy, in his leadership style. He makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- He is trustworthy and conscientious in his work habits. Adam will usually perform job tasks and duties in a reliable manner that others can count on. He is also fairly methodical and systematic in the way he carries out projects and assignments.
- Adam 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 Adam when they approach him with bad news.
- Adam strives for extrinsic rewards in his sales work, but not to the detriment of other reinforcers. Cash prizes for sales contests and bonuses for reaching sales goals are fairly motivating for him. While Adam is often willing to work hard for financial incentives, he also responds positively to intrinsic motivators such as job challenge and variety.
- Adam is a reasonably sociable person who gets to know people on the job, yet he won't become overly-involved with talking with them. Adam is concerned with sharing important information with subordinates and other employees in other areas of the organization, but he can also readily concentrate on immediate tasks and assignments.
- Adam scores in the average range on integrity. He is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.
- As a manager, Adam is moderately concerned with maintaining positive attitudes among the employees who report to him. He will listen when they indicate that they have problems or are dissatisfied on their jobs.
- He is typically progressive and open-minded. Adam 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.
- He is observant on the job and doesn't let emerging or potential problems escape his attention. Adam won't take much for granted or at face value, preferring instead to look for the truth of the matter, despite appearances. As a manager, he will not be taken in by subordinates who make exaggerated or false claims about their work.
- As a manager, Adam typically trusts his subordinates to work independently with a fair amount of freedom. He does not micromanage.
- He is self-reliant and autonomous. Adam functions most comfortably on his own and in situations requiring independence and self-directedness. Adam will function best on tasks and projects where people work on their own to accomplish work goals.
- Adam will work long hours and an irregular schedule when needed. His work drive is high and he will readily "go the extra mile" to complete projects and meet deadlines. As a manager, Adam will provide a good role model for hard work.

Developmental Concerns:

- Adam could be more strong-willed and forceful in some situations, especially with subordinates who defy or undermine his authority. He may need to direct the work of subordinates more assertively at times.
- He could strengthen his customer service orientation. Adam could be more responsive to the needs and preferences of customers in his job capacity.
- Adam could sometimes communicate more frequently and openly in some work situations. He could be more consistently sociable and outgoing when interacting with other employees.
- An average range on our measure of integrity does not necessarily signify a problem, but it might be good to further reinforce his ethical code with thorough training that clarifies company rules and regulations as well as consequences for inappropriate behavior. If hired, Adam's supervisor should review the company guidelines with respect to integrity and consequences for unacceptable behavior.
- He may sometimes be too pessimistic and inclined to look for negative outcomes so that he misses the positive potential in new ideas, proposals, and plans. As a manager, Adam can occasionally be too skeptical or prone to find fault with subordinates. They may feel that he does not encourage them to do their best or inspire them to reach their full potential.
- As a manager, Adam may sometimes give his employees too much latitude and discretion. He may need to be more closely involved in such functions as goal-setting, clarifying responsibilities, keeping track of work performed, and giving contingent feedback to the people who report to him.
- Adam may be so independent and uncomfortable working closely with others that his subordinates may not develop much group cohesion or mutual supportiveness. In situations where team effort is important for achieving work goals, productivity may suffer under his leadership. Other organizational units may complain that Adam does not coordinate enough with them.

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?

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.

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?

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?

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.

TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.
- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

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