

test center

by People Systems

Managerial Personal Style 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			◆		
Dependability			◆		
Emotional Stability			◆		
Extrinsic Motivation					◆
Extroversion			◆		
Impression Management					◆
Integrity			◆		
Managerial Human Relations				◆	
Openness			◆		
Optimism			◆		
Orderliness				◆	
Self-Confidence				◆	
Task Structuring				◆	
Teamwork				◆	
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 Linda's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Linda has a high level of general cognitive aptitude. She 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.

Personality Assessment

Strengths:

- She will usually be agreeable and congenial in her interactions with other people. Unless she is particularly upset about something at work, you can expect her to avoid arguments and contentious interactions.
- Linda is moderately assertive, but not aggressive, in her managerial style. She makes requests of subordinates and provides direction to them in a straightforward manner.
- She is moderately trustworthy and conscientious in the way she does her work. Linda also uses a fair amount of her own judgment in determining when and how she will carry out her job responsibilities and commitments.
- Linda tends to be moderately conscientious, reliable, and dependable on the job. Yet, she can also act on her own judgment and go against the grain when she feels it useful to do so. Linda will decide when and how she meets her responsibilities and fulfills her work commitments.
- She is moderately well-adjusted and stable. Linda can handle most everyday forms of job hassles and stressors without losing her composure.
- Linda wants a job that provides extrinsic rewards. For her, making money and consistently increasing her income are key factors of a desirable job. Not only does Linda work especially hard for salary increases and year-end bonuses, she is highly motivated by goals with tangible rewards that increase her status in the company.
- Linda is usually congenial and straightforward in her interactions with other people on the job. She views the maintenance of good communication as one of her managerial responsibilities. Yet, Linda can also readily concentrate on her own tasks and duties without spending too much time in extraneous conversations.
- Linda readily changes the way she acts toward other people so as to influence their perception of her. She is very careful about how she comes across to the people she is interacting with.
- Linda's level of integrity is average. She will perform her job in a manner that is generally consistent with company rules, ethical codes, and values, yet Linda is flexible enough to make exceptions in unusual circumstances.
- As a manager, Linda is moderately concerned with the feelings, attitudes, and sensitivities of the people who report to her. Their morale and emotional well-being are among her priorities. Linda is fairly comfortable relating to subordinates on a personal level and will occasionally use praise and affirmation to motivate them.
- Linda's openness to change is in the average range. She is not closed to new ideas and procedures in the workplace; but she needs an explanation and rationale for making a change from standard operating procedures. Linda will probably require some solid evidence to induce her to try new job procedures and techniques.

- She is generally optimistic about most future possibilities and contingencies. However, Linda is also somewhat wary about what can go wrong. Employees probably feel that she sets fairly reasonable goals that are motivating, yet not too difficult.
- Linda is moderately organized and systematic, in the way she approaches and completes job tasks.
- Linda is usually self-confident and sure of her ability to handle most problems which might arise on her job. She will act decisively, when necessary, and move ahead on assignments in a forthright manner.
- Linda is concerned with setting up a sound organizational structure where subordinates know what is expected of them and how well they are performing. She usually clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback when needed.
- She is about equally committed to teamwork and individual contributor roles with her direct reports. Linda usually tries to get people to work together in a cooperative manner, but she will also emphasize the importance of employees working self-reliantly.
- Linda has an average work drive, which should be enough to meet basic job demands. She will not be an idler or a slacker on the job. As a manager, Linda will expect reasonable levels of effort from subordinates.

Developmental Concerns:

- In trying to handle situations that are particularly upsetting or aggravating, she can sometimes be disagreeable or harsh in how she comes across to others. Linda might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Linda could be more strong-willed and forceful in some situations, especially with subordinates who defy or undermine her authority. She may need to direct the work of subordinates more assertively at times.
- She may sometimes fail to do things when and how she said they would be done. Linda could be more conscientious and reliable in the way she meets job expectations and responsibilities.
- Linda may need to be slightly more dependable in the way she fulfills job expectations and obligations. She can sometimes act in ways which others perceive as unreliable.
- Linda may have difficulty keeping her emotions under control when subjected to high levels of job pressure and strain. She may become stressed out by factors that most employees in this job take in stride. People may view her as unduly anxious, moody, or irritable in some situations.
- Linda may continually expect greater earnings. If this job does not regularly meet her need for money and extrinsic motivation, she may put less effort and dedication into her assignments or be inclined to look for a new job.
- Linda could, at times, make more effort to share information and ideas with her subordinates and other organizational areas. She could be more cheerful and outgoing in some social situations.
- She may sometimes come across as insincere or calculating. Linda could work on being more straightforward and authentic in her dealings with coworkers.
- Linda'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. She needs to have a solid understanding of organizational rules and consequences for inappropriate behavior.
- Linda may sometimes be too comfortable with the status quo and current ways of doing things in the workplace; this creates a mindset in her work group that change is not needed or useful. She could do more to improve her job-related knowledge, skills, and abilities as well as those of her subordinates.
- As a manager, Linda may need to place more emphasis on teamwork and interdependence among her subordinates. She could do more to get them to work together cooperatively to attain shared goals.
- Linda may, at times, need to be more willing to work long hours or an irregular schedule. She may have to go above and beyond normal effort levels to meet intense demands and/or deal with unexpected problems.

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

- 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.

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?

OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]
- Tell me about a time when you recommended or implemented a better way of doing things at work.
- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

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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