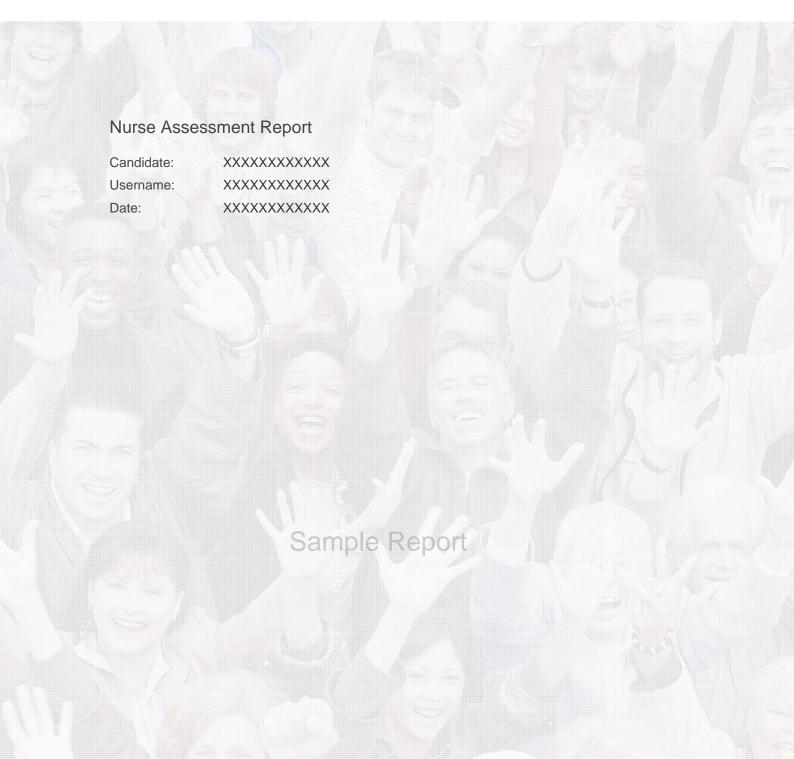
# test center

by People Systems



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, 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		7.0.0.90	•	7.00.030	
Assertiveness				<b>•</b>	
Dependability		<b>•</b>			
Drug Use Potential					•
Emotional Stability / Resilience			<b>*</b>		
Empathy					•
Extroversion			•		
Flexibility			•		
Integrity			•		
Intrinsic Motivation					•
Long Tenure Potential			•		
Nurturance			•		
Optimism/Enthusiasm			<b>•</b>		
Work Drive				•	
Overall Cognitive Aptitude					•

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# **Cognitive Aptitude Assessment**

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Brock's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 80-89%ile

Brock 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 <u>percentile rankings</u> -- 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 <u>lower the Overall Cognitive Aptitude score</u>, 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 <u>higher the Overall Cognitive Aptitude score</u>, 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.

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# **Personality Assessment**

## Strengths:

- For the most part, he is agreeable and easygoing at work. Brock will usually avoid disagreements, conflict, and arguments with other people.
- Brock is fairly forceful and assertive. He will usually address difficult situations in a direct manner and stand up to people who criticize, dispute, or argue with him.
- He can handle most ordinary types of job stressors and hassles. Brock is moderately well-adjusted and able to manage his emotions fairly well in demanding situations.
- He is very attuned to other people's behavior and pays a lot of attention to their feelings and emotional states. Brock is likely to be perceived by the people he works with as someone who is empathetic and considerate. When they have problems, he will make himself available to assist them.
- Brock tends to be cordial and sincere in his work-based interactions. He won't be swayed by social factors when making decisions or attending to his own job tasks and duties.
- Brock strives for meaningfulness and personal gratification in his work. Cash prizes and bonuses have little or no motivational value for him, while challenges and variety motivate him a great deal.
- Brock likes to take care of people in some situations. He takes pride in some aspects of providing assistance to others.
- He is generally optimistic about most future possibilities and contingencies. However, Brock is also somewhat wary about what can go wrong.
- Brock has an above-average work drive. He will put considerable time and effort into meeting job demands, including working long hours as needed.

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# **Developmental Concerns:**

- At times, Brock can be hard to get along with. He could make more of an effort to be consistently
  agreeable and pleasant in his job-based interactions.
- Brock could be somewhat more trustworthy and dependable in his work habits. He could more
  consistently keep his promises to customers, follow through on obligations, and generally do what he
  says he will do in his work.
- The manner in which Brock responded to the Drug Use Potential scale indicates that he holds attitudes
  and beliefs similar to people who use illegal drugs. For example, he tends to agree with statements that
  talk about using illegal drugs for your own use, being friends with people who use drugs, seeing no
  problems with long term use, and doesn't feel drug use should be compromised by the law.
- Brock may have difficulty keeping his emotions under control when subjected to high levels of job
  pressure and strain. He may become stressed out by factors that most employees in this job take in
  stride.
- Brock can sometimes become too emotionally involved with other people. This can compromise his
  objectivity when making decisions which affect them. Also, his reflexive attempts to help others may
  sometimes be perceived as invasive or inappropriate.
- In job situations that require good social skills, Brock may need to be more consistently outgoing and expressive. He could communicate more readily and effectively in some settings.
- Brock registered an average score on the integrity measure. Although this is not an unacceptable score, he should be given a careful orientation to company rules and policies, including a thorough explanation of how ambiguous situations are to be handled so as to maintain honest, ethical business practices.
- Where the needs of your clientele are great and staff are called upon to be consistently caring, nurturing, and helpful, Brock may not always maintain a positive attitude. He probably needs a role where support for the staff is readily available.

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## **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?

#### **DEPENDABILITY**

- Tell me about a time when you were unable to fulfill a promise to a customer. [Probes: What caused this? What were the outcomes? How did you feel about it?]
- What do you do when you are running late for an appointment with a potential customer?
- What do you do when the wrong product is shipped to one of your customers?

## 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.

#### **EMPATHY**

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

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## **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?

#### 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.

#### **NURTURANCE**

- Tell me about a person with whom you have been in a care giving relationship. How was it difficult for you? How was it rewarding?
- Tell me about a person who has depended on you for service of some kind. What did you do for them?
   In what ways did you try to take care of their all of their needs -- not just the immediate request? (Listen for someone who tries to understand what the other person is going through and who tries to do something extra to deal with the objective need as well as the emotional needs.)

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