

test center

by People Systems

Office 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				◆	
Openness to Change			◆		
Optimism / Enthusiasm			◆		
Orderliness					◆
Task Structure				◆	
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 Shannon's overall level of general intellectual aptitude to be in the **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 50-59%ile

Verbal Reasoning 70-79%ile

Shannon has an above-average level of general cognitive aptitude. She should be able to handle the problem-solving demands of this job in a capable manner.

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.

	Ms. Parker's Responses
<i>The most fulfilling job I had...</i>	has been working as Interim Office Manager.
<i>What I want most from a job is...</i>	the opportunity to make a difference by helping this department be productive and these employees happy in their jobs.
<i>My career goal for five years from now...</i>	is to be the Office Manager.
<i>The set of responsibilities I enjoy most are...</i>	managing and mentoring.
<i>I enjoy working with people who...</i>	take pride in their work and are willing to work cooperatively with others.
<i>The best way to get ahead in an organization...</i>	is show your competence and also demonstrate interest in working in other areas of the company.
<i>The personal strengths I possess that will help me be successful in this job include...</i>	being well organized, knowledgeable, good customer service skills, good managerial skills.
<i>Working long hours every week...</i>	is usually part of any managerial job.
<i>To better myself I...</i>	try to learn something new everyday. I also try to maintain up-to-date professional / technical skills.
<i>My attitude about work-home balance is...</i>	My work is very important to me but I also want to have enough time to be well rested and to enjoy my family.
<i>The key to success in my career...</i>	is working hard, producing results, and keeping the best interests of the company in mind in every decision I make.
<i>To get ahead in a company...</i>	is showing that I am capable and able to meet my goals and objectives.
<i>When I am criticized...</i>	I try to listen carefully to make sure I fully understand what is behind the criticism, and then do my best to adjust to better meet others expectations.
<i>When I have to make a decision quickly...</i>	I am more aware than ever of evaluating my data and making the best decision possible under the circumstances.
<i>My success as a manager derives from...</i>	knowing what it takes to get the job done and to keep employees happy and working well together.
<i>Mentoring employees who report to me...</i>	is a very enjoyable part of my job.
<i>Besides supervising other people, a manager should...</i>	be aware of how her department is interfacing with other departments and always be thinking about how we can help this company be more successful.
<i>The best way to motivate people...</i>	is understand each person, help them see how they can be successful, offer praise and a sense of accomplishment for a job well done.
<i>The average employee...</i>	is capable of doing more if they have good leadership.

<i>An employee who brings personal problems to work...</i>	needs to attend to his/her work tasks while on the job to avoid errors and to be as productive as possible.
<i>I deal with conflict in my team by...</i>	bringing people together to hash out the source of the problem and to find common ground for moving forward.
<i>To increase employee commitment I...</i>	I try to help each employee understand their worth to the organization and especially how much I appreciate their efforts.
<i>To be a valuable member of a senior management team, I try to...</i>	bring a perspective of my department, but also listen and understand what is going on in the larger company. All of us on the team need to be prepared to target problems and come up with good solutions.
<i>As a leader, my greatest satisfaction at work...</i>	is seeing my team be productive and enjoy coming to work everyday.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is always improving standards of job performance.
<i>When I have to reprimand or discipline an employee...</i>	I make sure I have a good understanding of their performance deficits, have a meeting to address these issues, and come up with a performance improvement plan.
<i>The organizational culture I try to create is best described as...</i>	productive, always learning and improving, helpful toward one another, aware and concerned about our customers, happy, dedicated to helping the company be successful.
<i>I don't like to work with people who...</i>	are not really interested in doing good work and are unwilling to help others.
<i>I get annoyed at work when...</i>	we lack necessary resources to do the job right.
<i>At times my work has suffered because...</i>	coming to work when I am overly tired because of many long days on the job.
<i>I would really dislike a supervisor who...</i>	was inconsiderate, disrespectful, unwilling to listen.
<i>People should recognize I am stressed out when...</i>	I have a tense look on my face.
<i>It's hard to do good work when...</i>	we have so much on our plate than is really possible to accomplish within a given period of time.
<i>I would turn down a job if...</i>	I felt I could not be a good performer.

Personality Assessment

Strengths:

- She can be assertive in her interpersonal style. Shannon is likely to be comfortable in a leadership role where she is responsible for the activities and performance of a group of employees.
- She is a fairly dependable and trustworthy person who fulfills her job responsibilities reliably and conscientiously. Shannon will typically follow through on her promises and do what she says she will do for her customers and her employer.
- Shannon will be described by her peers as careful, attentive to details, and thorough in her work habits. Achieving high quality, error-proof results are important to her.
- Shannon is usually sociable, outgoing, and friendly in her transactions with other people on the job. She should be a capable communicator who relates well to customers and coworkers.
- Shannon scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.
- For Shannon, the nature of her job, including variety, challenge, responsibility, and relationships with coworkers, are more important than just making a lot of money or achieving high status. She needs a job where she can take pride in her accomplishments.
- As a manager, Shannon is typically responsive to the thoughts and feelings of her subordinates. They are likely to see her as someone who is usually considerate and understanding. Shannon puts considerable effort into creating and maintaining good morale in her work group.
- Shannon'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. Shannon will probably require some solid evidence to induce her to try new job procedures and techniques.
- She takes many situations and people at face value, without preconceptions or advance judgments. While Shannon is usually optimistic about most prospects and future contingencies, she is not gullible or unrealistic in her expectations.
- She is very methodical and organized in the way she approaches and carries out tasks and assignments. She will be comfortable keeping track of data and information.
- As a manager, Shannon typically lets her subordinates know what is expected of them, monitors their performance, and gives them contingent feedback as needed. She is concerned with developing and maintaining a smooth-running infrastructure.
- Shannon is typically group-minded and inclined to work cooperatively with coworkers. She will usually contribute positively to teamwork and cohesion in the workplace.
- With an above-average work drive, Shannon works fairly energetically and persistently to fulfill job responsibilities. She is usually willing to extend herself, when necessary, to meet heavy or irregular job demands.

Developmental Concerns:

- Shannon can sometimes be disagreeable or divisive. She could put more effort into being pleasant and courteous in her interactions with other employees.
- She is not very stable or well-adjusted. This job may sometimes overwhelm Shannon when it gets hectic and stressful. She may lose her composure when subjected to extensive pressure at work.
- Shannon may find it difficult to engage in or benefit from some opportunities for growth and professional development, as she may not always be open to new learning. In some situations, she could be more receptive to opportunities to acquire and disseminate new knowledge, 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?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

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.

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.
- Describe your approach to doing long-range planning and strategic development 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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