

test center

by People Systems

Operations/ Manufacturing 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		◆			
Conscientiousness			◆		
Emotional Stability		◆			
Extroversion		◆			
Impression Management				◆	
Integrity			◆		
Managerial Human Relations		◆			
Openness		◆			
Optimism		◆			
Orderliness			◆		
Self-Confidence		◆			
Task Structuring			◆		
Teamwork			◆		
Tough Mindedness		◆			
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 Michael's overall level of general intellectual aptitude to be in the **Top 5 percentile** range. His individual aptitude levels are:

Abstract Reasoning Top 5%ile

Numeric Reasoning Top 5%ile

Verbal Reasoning Top 5%ile

Michael has a superior level of general cognitive aptitude. He should learn new information very quickly, solve the most complex problems efficiently, and be able to handle an exceptionally 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. Koontz's Responses
<i>Responsibility at work...</i>	It is important for everyone to share the sense of responsibility for making our plant profitable.
<i>Working long hours every week...</i>	is part of this business.
<i>It's hard to do good work when...</i>	you are lacking tools and other manpower resources to meet production schedules.
<i>When my suggestions at work are turned down I...</i>	usually understand why they would not apply, but that doesn't stop me from coming up with new ideas next time.
<i>Having to work on the weekend...</i>	I understand that working at least part of a weekend is part of the job on a fairly regular basis.
<i>Overnight travel...</i>	is not part of this job on any kind of regular basis.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing production and quality goals met. We can all be proud of making it happen.
<i>Effective leadership...</i>	is being a good role model, being a good organizer, making sure people know how to do things, encouraging, inspiring, and motivating.
<i>Mentoring employees who report to me...</i>	is personally rewarding and I enjoy it as part of my job.
<i>When I have to make a decision quickly...</i>	I am an efficient decision maker. In this job, you have to be.
<i>Giving performance feedback...</i>	is an important part of employee growth and development. I think everyone needs constructive feedback once in a while.
<i>When I have to reprimand or discipline an employee...</i>	make sure I have the facts straight, then I meet with the individual to review the situation and make a plan for resolution.
<i>Besides supervising other people, a manager should...</i>	be a "boundary spanner" laterally with various departments and vertically with senior management.
<i>The average employee...</i>	is a decent person who wants to do a good job and feel proud of his accomplishments.
<i>An employee who brings personal problems to work...</i>	needs to be careful to keep his mind on his work to avoid an accident.
<i>The key to my success as a manager...</i>	is keeping my eye on the goals of our department and bringing all the resources to bear on those objectives.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is bringing in people who are literate and who actually want to work.
<i>The best way to motivate people...</i>	is give them the tools to do a good job, then providing personal incentives (like praise) to help them do their best.

<i>The way I get people to work together is...</i>	focus on the common goals and reinforce the importance of independence.
<i>I get people to participate in team discussions by...</i>	giving them time to comment on things.
<i>Creating a strong team is not as important as...</i>	A strong team is the means by which we attain other goals like productivity and quality.
<i>Content of my team meeting typically consists of...</i>	review of progress toward objectives, looking at quality and production measures, talking about upcoming quotas and timelines.
<i>Team meetings are best used for...</i>	making sure people are well informed.
<i>The kind of assignment I like best is...</i>	oen that calls for creativity. I also enjoy fixing a department that needs a lot of improvement.
<i>I enjoy working with people who...</i>	are solid, ahrd-working, dedicated people.
<i>I would turn down a job if...</i>	I was not well suited to the job requirements.
<i>The best way to get ahead in an organization...</i>	is to show that you can meet the companys expectations and to show that you are knowledgeable about other aspects of the company.
<i>The most fulfilling job I had...</i>	was working at ABC Corporation as Production Supervisor.
<i>My greatest satisfaction in a job...</i>	is meeting difficult production goals and then seeing everyone feel proud of our accomplishments.
<i>A boss deserves loyalty if...</i>	A boss deserves loyalty no matter what, but if he is incompetent, then you should alert his boss.
<i>What I want most from a job is...</i>	job security and the chance to work for a work class organization that utilizes best practices.
<i>The best type of supervisor for me would be someone who...</i>	An ideal manager for me would be one who is compent as a leader, respects employees, tries to build a strong team where everyone in th 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 critical if we care going to meet our objectives.
<i>My career goal for five years from now...</i>	is to the V.P. Operations at this company.
<i>To better myself I...</i>	do my best everyday, always look for how to do the work fast and better. I am always alert to techniques that other companies are using that might benefit us as well.
<i>Working with coworkers who do not know as much as I do...</i>	is gratifying when I can benefit the organization.
<i>If I feel underutilized in my job...</i>	I look for other ways I can benefit the organization.
<i>To get ahead in most companies you have to...</i>	show that you have more knowledge and insight about how the company works than just your one area of responsibility.
<i>I sometimes felt my career advancement was limited by...</i>	nothing.
<i>My ideal job would be...</i>	Operations Manager.
<i>What annoys most workers...</i>	shiftn goals, inconsistency, lack of candor from upper management.
<i>I would quit my job if...</i>	I was asked to do something that would put my employees in danger.

<i>At work I feel tense when...</i>	we are worried about getting the necessary supplies and tools to meet our obligations.
<i>I don't like to work with people who...</i>	are lazy and shift the work onto other people.
<i>My work performance suffers when...</i>	I am tired and exhausted.
<i>I would really dislike a supervisor who...</i>	was not interested in employees ideas and suggestions, or would not listen to their concerns.

Personality Assessment

Strengths:

- He is agreeable, easygoing, and kind-hearted. Michael tries to maintain a pleasant, agreeable working environment. He will usually subsume his own needs and preferences to those of other people to preserve harmony and goodwill.
- Michael has a low-key managerial style. He will not be perceived as bossy, domineering, or controlling. Michael will make requests of others in a respectful manner.
- He is moderately conscientious and trustworthy in the way he works. Michael fulfills most commitments and expectations, though he also makes up his own mind about when and how he will do so.
- Michael is a fairly efficient, to-the-point communicator who does not waste time in extraneous conversations or chit-chat on the job. He can usually focus on immediate problems and work comfortably in situations requiring sustained concentration without wasting time at work on personal conversations.
- Often inclined to adjust the way he presents himself to fit the situation he is in, Michael usually tries to say and do things that he thinks others will like. He often tries to project a positive image to others in the workplace.
- Michael's level of integrity is average. He will perform his job in a manner that is generally consistent with company rules, ethical codes, and values, yet Michael is flexible enough to make exceptions in unusual circumstances.
- He prefers to set up a standard way of doing things and develop a routine that leads to predictable outcomes. Michael supports established organizational conventions and protocol. He is most comfortable with standardized job tasks that he has often done in the past.
- He is observant on the job and doesn't let emerging or potential problems escape his attention. Michael 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.
- He is reasonably organized and systematic in his work. Michael is also flexible and adaptable, adjusting his style to changing job circumstances.
- As a manager, Michael creates some structure for subordinates while still giving them a fair amount of autonomy and leeway. He provides managerial oversight, but not in a way that is confining or restrictive.
- He encourages independent action in the service of collective goals. Michael will try to promote a sense of common purposes among team members, while also communicating one-on-one with individuals as needed.
- Michael is fairly tender-minded and sensitive to the emotions of the people he works with. He will usually be considerate of their feelings. Michael will also rely substantially on his own personal feelings to guide his conclusions, decisions, and actions.

Developmental Concerns:

- Michael is fairly unassertive, which will limit his leadership potential. He may be too accommodating of other people and avoidant of conflicts or problem situations to be effective in this job. Michael will have trouble handling difficult, divisive employees, and interpersonal conflict within his work group.
- He may sometimes fail to do things when and how he said they would be done. Michael could be more conscientious and reliable in the way he meets job expectations and responsibilities.
- Michael is not very stable or well-adjusted. He may lose control of his emotions when subjected to extensive pressure and high levels of stress at work. Coworkers may hesitate to involve him in difficult situations because of the way he overreacts.
- To improve information flow within his work group, Michael could strengthen his communication and social skills. He probably needs to be more expressive, sociable, and outgoing in his job-based interactions. Michael could be more approachable by employees and be more willing to exchange information with them.
- He may occasionally act in ways that others perceive as misleading or lacking in candor. Michael needs to try to be more genuine and sincere in his job-based interactions, particularly among people with whom he must work closely on a continuing basis.
- 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, Michael's supervisor should review the company guidelines with respect to integrity and consequences for unacceptable behavior.
- As a manager, Michael gives lower priority to his subordinates' personal feelings, concerns, and problems than to task performance, accomplishments, and productivity. His relative neglect of their feelings and emotional states may eventually erode employee morale and retention. If hired, Michael should be encouraged to work on his human relations skills.
- He needs to guard against relying too much on what he already knows and is familiar with. Michael could be more receptive to opportunities for change, improvement, and development. As a manager, he could do more to engage his subordinates in new learning and professional development. Michael could also be more inclined to promote continuous improvement processes within his work group.
- 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, Michael 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.
- Michael is fairly insecure and lacking confidence in himself or his job performance capabilities. He sometimes worries and frets about things too much, which could make him indecisive or slow to take definitive action.
- Michael may, at times, need to monitor what his subordinates are doing and what they are accomplishing. He may need to manage daily activities and accomplishments more closely.
- As a manager, Michael could place greater emphasis on group unity, interdependence, and a shared sense of purpose among the employees who report to him. He may need to be more actively team-minded.

- Michael may sometimes have trouble keeping his own feelings out of his interpretations, analyses, and conclusions. He may be over-influenced by what he perceives will be the feelings and reactions of other people when making decisions. It may be difficult for Michael to do things which he thinks others might dislike or not approve of.
- With a below-average work drive, Michael may be insufficiently motivated to work long hours when needed. He may need to be more willing to extend himself to meet heavy or unexpected job demands. As a manager, Michael may fail to set a desirable example for subordinates of working with a sense of urgency and persistence to reach important goals.

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?

ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

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.

EXTROVERSION

- Describe a situation when your ability to communicate made a difference in the outcome of a project, assignment, or task at work.
- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people. Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]

- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?

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?

MANAGERIAL HUMAN RELATIONS

- As a manager, describe your approach for dealing with an employee who is having personal problems that are lowering his or her job performance.
- Tell me about how you use praise and recognition, as a manager, to motivate the people who report to you.
- Describe what you did the last time you successfully built up teamwork and morale among a group of employees.
- Describe a difficult feedback or coaching session that you have had with an employee who reported to you. What made it difficult? What happened?

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.

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?

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.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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 .

TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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