

test center

by People Systems

Personal Style II 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 : ◆

	Low	Below Average	Average	Above Average	High
Assertiveness	◆				
Conscientiousness		◆			
Customer Service / Responsiveness		◆			
Emotional Stability / Resilience			◆		
Extroversion		◆			
Integrity			◆		
Openness			◆		
Optimism/Enthusiasm		◆			
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 Amy's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning Top 10%ile

Numeric Reasoning 60-69%ile

Verbal Reasoning 70-79%ile

Amy 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:

- Amy is low-key, humble, and unpretentious. She will readily defer to people who are more assertive than she is and accept work group leadership and organizational authority.
- She is fairly adaptable when interpreting what needs to be done and how to deal with work challenges and problems. Amy can make on-the-spot adjustments and shift gears when needed on the job.
- She is about average in terms of emotional stability and coping skills. Amy can deal effectively with most normal forms of job stress and strain and not let her emotions undermine her job performance.
- Amy registers as being somewhat introverted, so she does not feel a need to spend much time socializing with other people. She is usually able to immerse herself in her work and will not mind working in situations where there is limited interaction with other employees.
- She is about average in terms of being willing to try new procedures and change her current ways of doing things on her job. Amy needs to be shown the benefits of change before she is willing to try something new.
- She tends to be on the lookout for people who are trying to lie, deceive, or manipulate. Amy is usually vigilant in looking for potential problems in the workplace and quick to spot the downside of proposed projects.
- Amy is balanced with respect to teamwork versus individual contributor roles. She can alternate between working closely with others and working independently.
- She is very empathetic and tuned into the feelings and emotional states of the people she works with. Amy tries to take into account their concerns and sensitivities when drawing conclusions and choosing a course of action. She will be able to identify signs and symptoms of morale problems in the workforce.
- Amy's work drive is average. She usually works hard enough to meet the demands of her job and to fit into the norms of the group in terms of trying to meet goals in a reasonable and timely manner.

Developmental Concerns:

- Amy is unassertive. She may back off from situations which she should confront. Amy may give in or keep quiet about things which are in her best interests to challenge and address in a direct manner. Even if Amy has valuable knowledge or insights, she may avoid sharing them with other employees if she feels any challenge or debate is possible.
- Amy could be somewhat more dependable and conscientious on her job. She could do better in terms of following through on her things and doing what she says she will do.
- Scoring below-average on customer service orientation, Amy could be more attentive to the needs and preferences of customers. She could be more willing to give tailored service and personalized attention to them.
- She may have some difficulty handling high-pressure work situations. Amy may not be able to handle a lot of stress on this job, particularly on a prolonged basis.
- Amy may come across as too reserved, withdrawn, or impersonal. She could improve her communication skills.
- Amy registered an average integrity score. Although this is not an objectionable score, you might want to make sure that she is well trained on company rules and policies and that she understands the consequences for unethical behavior on the job.
- Amy could be more willing to innovate and learn new approaches to her work. She could also be more open to improving her job-related knowledge, skills, and abilities.
- She may occasionally be too suspicious, doubtful, or skeptical. Amy may, at times, be too prone to look for the downside of situations as well as problems with other people.
- She may occasionally need to do more to work with others in a mutually supportive, cooperative manner. Teamwork could be a higher priority for Amy, especially in work settings requiring a high level of interdependence.
- Amy may have difficulty viewing problems, situations, and other people in a realistic, objective manner. Her judgment may be clouded by her own feelings. Amy may give undue weight to the perceived feelings of other people when determining what to do. She is likely to avoid making decisions that will have any negative impact on other people.
- Amy may sometimes need to work longer hours and extend herself for her job. She may need to put more time and effort into her work.

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?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- 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 effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

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.

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.

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?

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?

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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