test center

by People Systems

Project Manager Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX
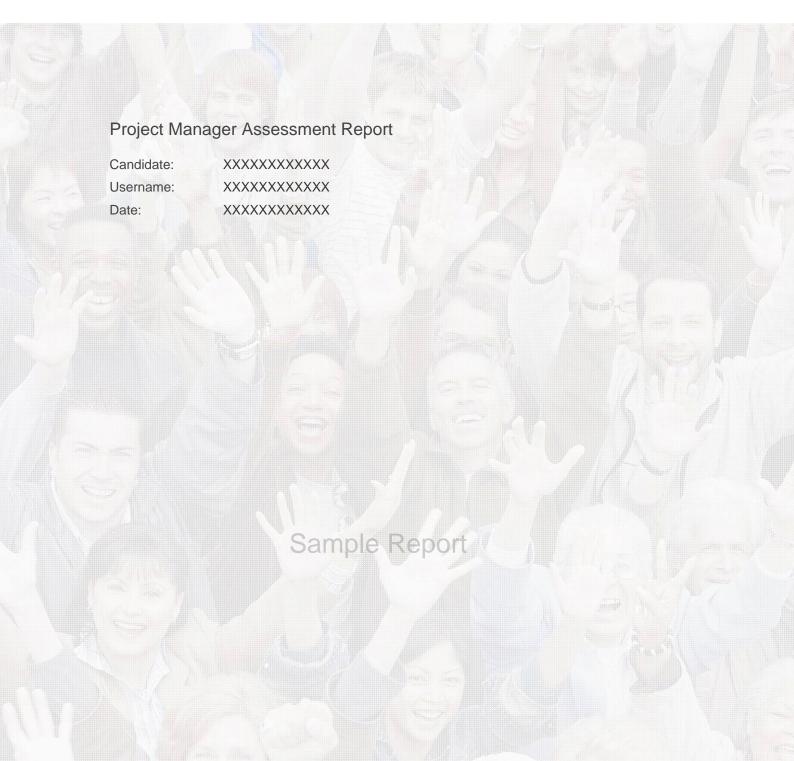
The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high 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			◆		
Detail Mindedness			◆		
Emotional Stability	◆				
Extroversion				◆	
Impression Management					◆
Integrity		◆			
Managerial Human Relations		◆			
Openness				◆	
Optimism			◆		
Orderliness				◆	
Self-Confidence				◆	
Task Structuring				◆	
Teamwork			◆		
Visionary Leadership			◆		
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 Zachary's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

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

Zachary 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 underlined 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. Hilliard's Responses
Responsibility at work…	is what I preach to my team members all the time.
Working long hours every week…	is typical in a growing company.
It's hard to do good work when…	people dont feel it is important to share information with others.
When my suggestions at work are turned down I…	know there will always be another time, so I dont get my feelings hurt. I just plan on making a worthwhile contribution next time.
Having to work on the weekend…	is OK as long as we know the time will be put to good use.
Overnight travel…	is an accepted part of being a manager when we go visit other facilities or go to professional conferences.
As a manager, my greatest satisfaction at work…	seeing our projects reach completion with zero defects and coming in under budget.
Effective leadership…	is making sure all the parts come together to achieve positive results.
Mentoring employees who report to me…	is worthwhile use of time because it always pays off in the long run.
When I have to make a decision quickly…	I do so without wasting a lot of time.
Giving performance feedback…	is an important part of managing people bcause everyone needs to know what they are doing well and where they could improve.
When I have to reprimand or discipline an employee…	I get the evidence together, have a frank discussion, and agree on a game plan for long term problem resolution.
Besides supervising other people, a manager should…	make sure that coordination and communication with other departments and levels in the organization is optimal.
The average employee…	has decent job skills but could still improve a lot.
An employee who brings personal problems to work…	should try to focus his mind on the work at hand to maintain effectiveness and not make mistakes.
The key to my success as a manager…	is managing people well so that we have high levels of efficiency and goal attainment.
The biggest challenge to a manager in dealing with today's workforce…	making sure we meet all the affirmative action and EEOC guidelines.
The best way to motivate people…	is provide good training to help them build skills and make sure they understand the goals.
The way I get people to work together is…	have weekly meetings.
I get people to participate in team discussions by…	asking each one for input.

Creating a strong team is not as important as…	insisting that we meet our goals, setting high standards, motivating each employee to do his or her best.
Content of my team meeting typically consists of…	review of progress toward milestones and discussion of obstacles.
Team meetings are best used for…	improving communication.
The kind of assignment I like best is…	one where I know I have the resources to do a good job.
I enjoy working with people who…	are committed and competent.
I would turn down a job if…	I felt that the company did not support high quality.
The best way to get ahead in an organization…	is demonstrate competence and ability to meet deadlines.
The most fulfilling job I had…	was the most recent Project Manager job at XYZ Corporation.
My greatest satisfaction in a job…	is seeing everyone make a valuable contribution and enjoy our mutual success.
A boss deserves loyalty if…	he or she is your boss.
What I want most from a job is…	a chance to show that I can do the job.
The best type of supervisor for me would be someone who...	provide support as needed, clarify objectives, and keep me well informed.
Working closely with other people…	is enjoyable and satisfying.
My career goal for five years from now…	is to be in a Project Manager job.
To better myself I…	try to read professional journals and trade magazines to keep up-to-date on professional knowledge.
Working with coworkers who do not know as much as I do…	i a good opportunity to help them learn more and improve their skills.
If I feel underutilized in my job…	I ask my manager for more challenging assignment, and if nothing is available, I might look elsewhere.
To get ahead in most companies you have to…	have some interaction with at least one level of management above you so that you can build confidence and awareness of challenges facing the company.
I sometimes felt my career advancement was limited by…	lack of opportunities and lack of growth in the company.
My ideal job would be…	Project Manager.
What annoys most workers…	feeling that they are not valued or appreciated.
I would quit my job if…	I felt the company did not support quality and integrity.
At work I feel tense when…	we have breakdowns or other unforseen obstacles.
I don't like to work with people who…	are lazy, uncommitted, uncooperative.
My work performance suffers when…	I need to work when I am sick.
I would really dislike a supervisor who…	did not keep me informed about important / relevant information.

Personality Assessment

Strengths:

- He can be assertive in his interpersonal style. Zachary is likely to be comfortable in a leadership role where he is responsible for the activities and performance of a group of employees.

- He is usually a person who keeps his word and does what he says he will do, when he says he will do it. However, Zachary also shows a fair amount of discretion in how he meets his commitments and when he does so.

- Zachary is fairly sociable, outgoing, and amiable in his work-based interactions. He will be effective communicator in most situations. Zachary can disseminate and share important information readily.

- He is adept at managing the image he presents to customers and coworkers. Zachary will alter his style depending on who he is with in an effort to achieve desired outcomes .

- He is open to new ideas and ways of doing things on the job. Zachary is favorably inclined toward organizational change and innovation. Zachary continually tries to improve his knowledge, skills, and abilities as well as those of his subordinates.

- He takes many situations and people at face value, without preconceptions or advance judgments. While Zachary is usually optimistic about most prospects and future contingencies, he is not gullible or unrealistic in his expectations. As a manager, Zachary will typically set reasonable, but not overly taxing, goals for subordinates.

- He is methodical and systematic in the way he organizes and carries out tasks and assignments. Zachary is usually concerned with doing things correctly and in an orderly manner on his job.

- Zachary is fairly secure with himself and his performance capabilities. He will usually make decisions promptly without wavering between alternative courses of action.

- Zachary is concerned with setting up a sound organizational structure where subordinates know what is expected of them and how well they are performing. He usually clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback when needed.

- He is about equally committed to teamwork and individual contributor roles with his direct reports. Zachary usually tries to get people to work together in a cooperative manner, but he will also emphasize the importance of employees working self-reliantly.

- Zachary has an above average work drive. He invests considerable time and energy into meeting the demands of his job and career, and expects similar effort from subordinates .

Developmental Concerns:

- He can sometimes be disagreeable and difficult to get along with. Zachary may be too argumentative or oppositional in some group settings or interpersonal interactions.

- He may sometimes fail to do things when and how he said they would be done. Zachary could be more conscientious and reliable in the way he meets job expectations and responsibilities.

- Zachary is the type of person who tends to take a rather careless approach to his work and does not always do routine checks. Errors are likely so, he is not particularly well suited to a job where detail and accuracy are extremely important.

- Zachary registers as having a low level of personal adjustment and ability to handle stress. He may become destabilized and even incapacitated by chronic pressure and strain at work. Personal problems from home may also contribute to a significant decline in Zachary's ability to cope with hassles and frustrating situations that other employees can take in stride. This can eventually undermine his leadership credibility and effectiveness.

- He can sometimes be too concerned with his public image and how he comes across to other people. Zachary could try to present himself in a more sincere, genuine manner when interacting with coworkers.

- Zachary scored below norm on integrity, suggesting that he may not always adhere to company rules and guidelines. He may occasionally engage in behaviors on the job that are considered improper or ethically questionable, which could also send the wrong message to the people who report to him. If hired, Zachary needs training on company rules, policies, and guidelines, as well as follow-up monitoring to make sure that Zachary is acting appropriately.

- As a manager, Zachary does not spend much time dealing with employees' feelings or personal problems. His focus is more on getting the job done, not on the concerns and emotional states of subordinates. Zachary could probably realize more success in motivating subordinates by using more positive reinforcement and showing more interest in each employee's emotional states and personal well-being.

- As a manager, Zachary 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.

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

- 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.

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?

- He is systematic and orderly in his work. He should be comfortable managing job-related data and information.

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.

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.