

test center

by People Systems

Quality 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 | | | ◆ | | |
| Customer Service Orientation | | | | | ◆ |
| Detail Mindedness | | | | ◆ | |
| Emotional Stability | | | | ◆ | |
| Extroversion | | | | ◆ | |
| Impression Management | | | | ◆ | |
| Integrity | | | | ◆ | |
| Managerial Human Relations | | | | ◆ | |
| Openness | | | ◆ | | |
| Optimism | | | | ◆ | |
| Self-Confidence | | | | | ◆ |
| Striving for Excellence | | | ◆ | | |
| Task Structuring | | ◆ | | | |
| Team-Oriented Management | | | ◆ | | |
| 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 Turner'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

Turner 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. Harrison's Responses |
|--|--|
| <i>Responsibility at work...</i> | is part of everyones responsibility. I try to instill a commitment to all my associates that we each have an important job to do. |
| <i>Working long hours every week...</i> | Is typical for competitive companies to ask a lot of employees. |
| <i>It's hard to do good work when...</i> | you have conflicting demands amd a high degree of time pressure. |
| <i>When my suggestions at work are turned down I...</i> | evaluate what was wrong with my idea, why another idea was chosen, and use that information to make better suggestions next time. |
| <i>Having to work on the weekend...</i> | is part of my job when crises arise. |
| <i>Overnight travel...</i> | is typically not part of my job, but it is something I can handle on an occasional basis. |
| <i>As a manager, my greatest satisfaction at work...</i> | is seeing associates grow professionally and our team meet our goals all the while enjoying our work. |
| <i>Effective leadership...</i> | is the ability to harness the drive and passion of other people to achieve worthwhile goals. |
| <i>Mentoring employees who report to me...</i> | is very personally gratifying. I try to help all of the associates in my area reach their full potential, even if it means moving on their career. |
| <i>When I have to make a decision quickly...</i> | I gather as much relevant information as possible, look carefully at the pros and cons of various options, get input if I have time, and then make the best decision possible. |
| <i>Giving performance feedback...</i> | is a useful proceses so that each employee can know where they stand and gain insights about ways to become even more effective. |
| <i>When I have to reprimand or discipline an employee...</i> | I make sure I am well prepared with valid information, then we have a frank discussion in which we seek to reach agreement about the problem and focus on a resolution. |
| <i>Besides supervising other people, a manager should...</i> | coordinate well with other departments, be an effective advocate and liaison with upper management. |
| <i>The average employee...</i> | is capable of outstanding performance if provided with clear goals and a motivating work environment. |
| <i>An employee who brings personal problems to work...</i> | can be a danger to others if he/she is unfocused on the task at hand. |
| <i>The key to my success as a manager...</i> | is knowing my employees, motivating each on as needed, and keeping track of work processes. |
| <i>The biggest challenge to a manager in dealing with today's workforce...</i> | is unstanding where each person is coming from and what their personal dynamics are. |

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| <i>The best way to motivate people...</i> | Is to provide clear goals, instill confidence, and provide a rationale for working hard. |
| <i>The way I get people to work together is...</i> | share common goals and gain input on the best strategies to achieve our goals. |
| <i>I get people to participate in team discussions by...</i> | Asking each person for input and letting people know their ideas and opinions are valuable. |
| <i>Creating a strong team is not as important as...</i> | making sure that we have the right people on the team in the first place. |
| <i>Content of my team meeting typically consists of...</i> | reviewing performance indicators, discussion of current quality problems, sharing personal information, and my sharing info I have gathered from other parts of the company. |
| <i>Team meetings are best used for...</i> | reviewing tasks and strategies. |
| <i>The kind of assignment I like best is...</i> | one that is challenging and can provide clear measures of successful performance. |
| <i>I enjoy working with people who...</i> | are hard-working, willing to cooperate and share ideas, and who have a concern for the common good. |
| <i>I would turn down a job if...</i> | I felt I could not perform up to companies expectations. |
| <i>The best way to get ahead in an organization...</i> | is demonstrate competence, be well versed in all aspects of the companys activities, understand threats and opportunities in the marketplace. |
| <i>The most fulfilling job I had...</i> | was Quality Manager at XYZ Corporation. |
| <i>My greatest satisfaction in a job...</i> | is seeing our team perform well and in a way that helps the company be successful. |
| <i>A boss deserves loyalty if...</i> | by virtue of the fact that the company has placed him/her in that position of responsibility. |
| <i>What I want most from a job is...</i> | personal satisfaction of a job well done. |
| <i>The best type of supervisor for me would be someone who...</i> | provided clear goals and standards of performance but who allowed me some autonomy in terms of how our team approached our work. |
| <i>Working closely with other people...</i> | is very gratifying when we can work together productively. |
| <i>My career goal for five years from now...</i> | is to be the Quality Manager at ABC Corp. |
| <i>To better myself I...</i> | read professional literature, learn from others in the company by observing outstanding performers, ask for constructive input from those who know me well. |
| <i>Working with coworkers who do not know as much as I do...</i> | allows the opportunity to help them learn new concepts or skills. |
| <i>If I feel underutilized in my job...</i> | I seek out new challenges. |
| <i>To get ahead in most companies you have to...</i> | do your job extremely well and demonstrate that you have broad base of knowledge that can carry you to the next level. |
| <i>I sometimes felt my career advancement was limited by...</i> | I do not feel there are barriers in my career. |
| <i>My ideal job would be...</i> | the job for which I am applying. |
| <i>What annoys most workers...</i> | feeling that their ideas are unimportant. |
| <i>I would quit my job if...</i> | I was unable to do a good job for my company. |

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| <i>At work I feel tense when...</i> | deadlines are approaching and we are struggling to meet our goals. |
| <i>I don't like to work with people who...</i> | have a lackadaisical attitude about working hard or promoting quality. |
| <i>My work performance suffers when...</i> | I am very tired. |
| <i>I would really dislike a supervisor who...</i> | was insensitive to workers. |

Personality Assessment

Strengths:

- He will usually be agreeable and congenial in his interactions with other people. Unless he is particularly upset about something at work, you can expect him to avoid arguments and contentious interactions.
- He is fairly assertive in his managerial style. Turner will direct the work of subordinates in a straightforward manner and deal with challenges to his authority without seeming domineering.
- He is often conscientious and dependable in his job performance. Yet, Turner can also adjust to changing circumstances and be flexible in how and when he carries out tasks and assignments.
- Turner is highly committed to providing responsive, courteous service to customers. He tries to anticipate, meet, and follow-through on customer concerns and requests.
- People will view Turner's work as accurate, precise, and thorough. He will put in extra proofing time to make sure everything is completed properly and do not contain errors.
- He is a typically resilient, hardy person. Turner can weather most types of job stress and pressure without becoming anxious or losing his composure. Turner can usually handle employee conflicts and complaints in an unperturbed manner.
- Turner is fairly sociable, outgoing, and amiable in his work-based interactions. He will be effective communicator in most situations. Turner can disseminate and share important information readily.
- He often changes the way he acts toward other people to better influence them. Turner is fairly careful about how he comes across to people and can be tactful and discreet.
- Turner scores as having an above-average level of integrity. He is unlikely to lie, deceive, cheat, or engage in questionable or improper job behavior.
- As a manager, Turner is concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. Turner does what he can to dispel subordinates' fears, worries, grievances, and tensions. Turner will likely enjoy employee coaching and mentoring.
- Turner's openness to change is in the average range. He is not closed to new ideas and procedures in the workplace; but he needs an explanation and rationale for making a change from standard operating procedures. Turner will probably require some solid evidence to induce him to try new job procedures and techniques.
- Turner is often optimistic in his outlook. He usually expects good things from his job and the situations he encounters at work. Turner will seldom become demoralized by setbacks and will keep a positive attitude in the face of problems. This can sometimes have the effect of stimulating subordinates to work harder to meet challenging goals.
- He is very self-confident. Turner has great faith in his own abilities and will approach tasks with conviction that he can handle whatever comes up on his job.

- As a manager, Turner usually empowers subordinates and trusts them to do their work autonomously . After specifying general goals and objectives, he delegates frequently and expects his subordinates to function in a fairly self-reliant manner.
- As a manager, Turner will put some effort into promoting teamwork and collaborative effort . At various times, he will push for interdependence or individual responsibility depending on the task or the employee.
- Turner has an average work drive, which should be enough to meet basic job demands. He will not be an idler or a slacker on the job. As a manager, Turner will expect reasonable levels of effort from subordinates.

Developmental Concerns:

- In trying to handle situations that are particularly upsetting or aggravating, he can sometimes be disagreeable or harsh in how he comes across to others. Turner might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Turner sometimes acts in ways that others see as undependable. He may need to reduce the gap between his stated intentions and actual behavior.
- He may sometimes come across as insincere or misleading. Turner could be more straightforward in his everyday dealings with coworkers, particularly if he wants to earn their trust and build rapport with them.
- Turner could be more open to organizational change and innovation as well as job-related training and development. He could be more inclined to acquire new learning and develop new skills and abilities.
- Turner may sometimes be reluctant to seek the input or opinion of other people. He may be too sure of himself at times to seek out or benefit from constructive feedback.
- Turner may need to manage more closely at times. He could do more to initiate structure for his subordinates, including such functions as monitoring tasks, setting specific criteria for performance, giving feedback, and making suggestions for improvement.
- Turner may, at times, need to be more willing to work long hours or an irregular schedule. He may have to go above and beyond normal effort levels to meet intense demands and/or deal with unexpected problems.

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?

SELF CONFIDENCE

- Describe a situation where you were more confident than your coworkers or boss about the feasibility of a project or deadline. Was your confidence justified? How did others respond to your initial high level of confidence?
- Tell me about a time when you were over-confident about a project or problem at work and did not adequately estimate the level of difficulty or prepare for possible difficulties that arose .

STRIVING FOR EXCELLENCE

- Tell me about your attitude toward adopting new approaches that people say are “best practices” versus using standard, tried-and-true approaches. In your own work experience what is good vs. bad about adopting new strategies and approaches?
- How would you rate your last employer in terms of using best practices? What specific “best practices” were put in place; who was responsible for implementation; what results were achieved?
- When you think of the last group you were responsible for, what kinds of things did you put in place that were described as “best practices”? How did you learn about this new approach? What made you decide to implement the new approach? In what way did it improve results in your department?

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.

TEAM-ORIENTED MANAGEMENT STYLE

- Describe your team meetings with an emphasis on what you do versus what your employees do.
- What do you think makes an effective team?
- What is the proper role of the supervisor or manager with a group where the company emphasizes team principles?
- How do you typically get employees to take an active role in the team? What types of things would they do? To what degree have you been successful in getting employees to function as true team members?
- What problems have you had implementing team principles with your department?

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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