

test center

by People Systems

Supervisor 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		◆			
Integrity				◆	
Managerial Human Relations		◆			
Openness		◆			
Optimism		◆			
Task Structuring					◆
Teamwork			◆		
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 Bob's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning	Top 10%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Bob 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 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:

- He is the type of person who tends to have smooth, amiable working relationships. Bob is courteous and agreeable in most job situations.
- He is conscientious and dependable in the way he works. Bob will typically follow through on his commitments and do what he says he will do. In addition, Bob is usually orderly and detail-minded in the way he performs job tasks and duties.
- Bob is fairly introverted and does not feel a need to spend much time socializing with other people. He is usually able to immerse himself in his work and will not mind working in situations where there is limited interaction with other employees. He keeps required communications brief and to the point.
- Bob is above-average in terms of honesty and integrity on the job. He can be trusted to perform his job in a rule-following manner, consistent with company rules, ethical codes, and values.
- Bob places a fairly high value on tried-and-true methods and current ways of doing things at work. If change is asked for, he will ask for an explanation and justification before altering his behavior. Bob will gravitate toward tasks and assignments that he has done before.
- He is observant on the job and doesn't let emerging or potential problems escape his attention. Bob 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.
- As a manager, Bob will initiate and maintain a structured task environment. He clarifies roles, duties, and assignments to subordinates, and gives them appropriate performance feedback. Tasks and duties are likely to be well-organized in his area of responsibility.
- As a manager, Bob sometimes emphasizes independence and at other times stresses cooperative effort among the employees who report to him. He values both team player and individual contributor functions in achieving organizational goals.
- Bob 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, Bob will expect reasonable levels of effort from subordinates.

Developmental Concerns:

- Bob is not a good candidate for a leadership role. He is timid, hesitant, and threat-sensitive. Bob will have great difficulty dealing with problem employees, irate customers, or interpersonal conflict with subordinates. He may be ineffectual in trying to petition upper management for resources for his work group.
- Bob registers as being rather emotional and readily affected by feelings. He does not hold himself together well in stressful situations, perhaps displaying noticeable mood swings, elevated anxiety, or outbursts of anger. This can eventually lower morale in his work group. Chronic work pressure can overwhelm him, especially if compounded by problems at home.
- To improve information flow within his work group, Bob could strengthen his communication and social skills. He probably needs to be more expressive, sociable, and outgoing in his job-based interactions. Bob could be more approachable by employees and be more willing to exchange information with them.
- As a manager, the attitudes, feelings, and concerns of the people who report to Bob are not of high importance to him. This could negatively impact employee job satisfaction, involvement, and commitment and could lead to turnover. If hired, Bob could probably benefit from mentoring, coaching, and training aimed at making him more empathetic, considerate, and responsive to the feelings of the people who report to him.
- Bob can sometimes be set in his ways, which could limit his ability to benefit from innovation and change efforts in the workplace. He could be more open to new ideas and ways of doing things in his job as well as opportunities for professional growth and development. As a manager, Bob could also do more to improve the knowledge, skills, and abilities of the people who report to him.
- He could be more optimistic and upbeat at times. Bob could occasionally look more for positive qualities in the people he works with and the situations he works in. As a manager, Bob could try to create more upbeat expectations for subordinates at the start of projects and assignments, particularly difficult ones. He may quit working on problems too quickly because he views them as unsolvable.
- As a manager, Bob 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.
- Bob may sometimes need to work longer hours and extend himself for his job. He may need to put more time and effort into his 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?

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?

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?

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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