



**We Improve Productivity
Through People.**



Personal Style III Assessment Report

Candidate: Marcus Addington

Date: 11/24/2008



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Prepared For: Employers

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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
Assertiveness					◆
Conscientiousness		◆			
Customer Service / Responsiveness			◆		
Emotional Stability / Resilience		◆			
Extroversion					◆
Integrity		◆			
Openness					◆
Optimism/Enthusiasm			◆		
Teamwork			◆		
Tough Mindedness					◆
Work Drive					◆
Overall Cognitive Aptitude				◆	



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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Marcus's overall level of general intellectual aptitude to be in the **20-29 percentile** range. His individual aptitude levels are:

Abstract Reasoning	20-29%ile
Numeric Reasoning	Lowest 10%ile
Verbal Reasoning	60-69%ile

Marcus has a low level of general cognitive aptitude. He may not reason well, learn new information quickly, or be able to solve even moderately complex problems. Also, he may have trouble making sense of complex situations or handling mentally challenging assignments.

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.



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Personality Assessment

Strengths:

- Marcus is very assertive and forceful. He will speak his mind on matters of importance and not be intimidated by other people, even those in highly placed positions of authority. Marcus will take charge of situations.
- He is fairly opportunistic and able to take advantage of situations that come up. Marcus should function comfortably in settings requiring flexibility and self-direction.
- Marcus is outgoing, personable, and friendly in job-based interactions. He will readily share information with other employees and go out of his way to get to know other people on the job.
- He is very open to new learning on the job. Marcus should be quite comfortable with planned change programs and innovation initiatives in the workplace. He will make a continuing effort to acquire new job-related skills and abilities.
- Although fairly optimistic in his outlook most of the time, Marcus is not naïve or unrealistic. He tempers his positive expectations with an awareness of the potential for problems and difficulties.
- Marcus can work independently in the service of collective goals. He is comfortable with functioning in both team and individual contributor roles.
- He is a logical decision-maker who will appraise problems in an objective, fact-based manner. Marcus is analytical and realistic in his decision-making style.
- Marcus has a high work drive and is very committed to meeting the demands of his job. He will work hard and put in long or irregular hours when needed. He goes above and beyond normal job performance expectations.

Developmental Concerns:

- Marcus can be too demanding or uncompromising in situations where he should back off and take a more humble, low-keyed approach. He may need to be less directive and pushy in his job-based interactions.
- Marcus could be somewhat more dependable and conscientious on his job. He could do better in terms of following through on his things and doing what he says he will do.
- Marcus's customer service orientation could be higher. He could place more consistent emphasis on trying to address customers' preferences and concerns promptly and responsively.
- From the standpoint of emotional stability and endurance, Marcus registers as below-average and may not be able to handle the stress associated with this job. He may not be as able as most employees to weather work pressure and strain.
- Marcus may sometimes be too socially distractible and overly influenced by interpersonal cues. He may spend too much time talking or interacting with others on the job when he should be focusing on the work at hand.



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- Marcus had a below average score on honesty and integrity, which calls into question whether he will consistently behave in a wholly ethical and truthful manner on the job. He may fail to adhere consistently to company rules and policies.
- Marcus may occasionally need to do more to contribute to group unity and cohesion in his work group. If this job requires extensive teamwork, he may need training and coaching on team functioning.
- Marcus lacks empathy and sensitivity to the feelings and concerns of other people. He could be more considerate of the emotional states and attitudes of the people he works with.

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?
- * How would you handle it differently in the future?

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.



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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

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- 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?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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?

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?



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