



**We Improve Productivity
Through People.**



Manager III Assessment Report

Candidate: Krista Williams

Date: 11/25/2008



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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
Agreeableness			◆		
Assertive Leadership	◆				
Conscientiousness			◆		
Dependability				◆	
Emotional Stability		◆			
Extrinsic Motivation	◆				
Extroversion				◆	
Impression Management					◆
Integrity	◆				
Managerial Human Relations				◆	
Openness			◆		
Optimism		◆			
Orderliness			◆		
Self-Confidence	◆				
Task Structuring	◆				
Teamwork				◆	
Visionary Leadership	◆				
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 Krista's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 60-69%ile

Verbal Reasoning 80-89%ile

Krista 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.



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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.

Career Growth	Ms. Williams's Responses
<i>My career goal for five years from now...</i>	is to be recognized as a good employee who is dedicated and effective in her role.
<i>To better myself I...</i>	ask for feedback.
<i>Working with coworkers who do not know as much as I do...</i>	gives me a chance to help them out and teach them what I know.
<i>If I feel underutilized in my job...</i>	ask my supervisor what I should be doing.
<i>To get ahead in most companies you have to...</i>	do a good job and show that you are capable of more.
<i>I sometimes felt my career advancement was limited by...</i>	nothing
<i>My ideal job would be...</i>	current job.
Demotivators	Ms. Williams's Responses
<i>What annoys most workers...</i>	feeling that no one feels their ideas are worth listening to.
<i>I would quit my job if...</i>	I was laid off.
<i>At work I feel tense when...</i>	goals are unclear or if I feel we are confused about what to do to achieve our goals.
<i>I don't like to work with people who...</i>	are lazy, disrespectful of others, uncaring about the company.
<i>My work performance suffers when...</i>	I am tired or sick.
<i>I would really dislike a supervisor who...</i>	was vacant, rarely came around, provided no feedback, was disinterested in what our team was doing.
Job Satisfaction	Ms. Williams's Responses
<i>The kind of assignment I like best is...</i>	one that I feel comfortable that I can fulfill.
<i>I enjoy working with people who...</i>	are happy and enjoy their jobs.
<i>I would turn down a job if...</i>	I would have to worry about stability of the company.
<i>The best way to get ahead in an organization...</i>	show that you do good work and are dedicated.
<i>The most fulfilling job I had...</i>	was where I felt that I achieved the most for the company.
<i>My greatest satisfaction in a job...</i>	is creating a strong team where people take pride in their accomplishments and can see that they are valuable to the company.
<i>A boss deserves loyalty if...</i>	he/she is competent.
<i>What I want most from a job is...</i>	job security and a fair deal.
<i>The best type of supervisor for me would be someone who...</i>	communicates well and lets me know what he expects.
<i>Working closely with other people...</i>	is gratifying when we work hard to achieve our goals.
Leading a Team	Ms. Williams's Responses



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<i>The way I get people to work together is...</i>	have team meetings and share ideas about how to achieve good cooperation.
<i>I get people to participate in team discussions by...</i>	ask for input from each person. Gradually they get more used to speaking in front of the group.
<i>Creating a strong team is not as important as...</i>	having group goals.
<i>Content of my team meeting typically consists of...</i>	sharing current metrics, info from other departments / sr. management, current issues within the team.
<i>Team meetings are best used for...</i>	sharing ideas and communicating information to everyone at the same time.

Management Style	Ms. Williams's Responses
<i>As a manager, my greatest satisfaction at work...</i>	is seeing my people come together and perform well as a team to do good work.
<i>Effective leadership...</i>	is using your resources wisely to achieve goals that promote profitability.
<i>Mentoring employees who report to me...</i>	is very rewarding as I see them grow and develop.
<i>When I have to make a decision quickly...</i>	is gather as much information as I can in the time available, analyze the pros and cons quickly, and make the best decision possible.
<i>Giving performance feedback...</i>	is important to do on a regular basis so that people don't have the wrong impression about their job performance. They need corrective information once in a while to stay on the right track.
<i>When I have to reprimand or discipline an employee...</i>	gather my information in advance, prepare well, and then try to get the employee's attention and get them to agree to mend their ways.
<i>Besides supervising other people, a manager should...</i>	set a good role model, be a bridge builder with other departments and levels in the organization.
<i>The average employee...</i>	is dedicated and wants to do a good job.
<i>An employee who brings personal problems to work...</i>	probably needs to share the basics of what is going on with his supervisor so we can make allowances if necessary and so he will feel that people at work care about his circumstances.
<i>The key to my success as a manager...</i>	understanding each employee as a whole human being.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	understanding that young people do not intend to stick around for a few years in an unpleasant job just to build a good track record.
<i>The best way to motivate people...</i>	is helping them see that there are rewards for good performance -- pride is one of those rewards.

Work Drive	Ms. Williams's Responses
<i>Responsibility at work...</i>	is important for everyone in the company, regardless of level.
<i>Working long hours every week...</i>	is OK once in a while to meet a pressing deadline.
<i>It's hard to do good work when...</i>	there is poor cooperation and lack of communication.
<i>When my suggestions at work are turned down I...</i>	try to understand why I was off base or why another suggestion was better.
<i>Having to work on the weekend...</i>	is OK once in a while.
<i>Overnight travel...</i>	is not anything I want to do in my job on a regular basis.



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Personality Assessment

Strengths:

- She is moderately conscientious and trustworthy in the way she works. Krista fulfills most commitments and expectations, though she also makes up her own mind about when and how she will do so.
- Krista typically performs her job in a fairly trustworthy, reliable, and conscientious manner. Krista generally makes good on her work commitments, keeps her promises, and responsibly follows through on obligations to her customers and her employer.
- She is more motivated by the nature of her job, including variety, challenge, autonomy, responsibility, and relationships with customers than simply making a lot of money or achieving high status. Krista values intrinsic job motivators more than extrinsic factors.
- Krista registers as being outgoing, cordial, and friendly in most job-based interactions. She is a fairly effective communicator who maintains a good flow of information in her work group.
- She is very inclined to adjust the way she presents herself to fit the situation she is in. Krista tries to say and do things that she thinks others want to hear so that they will receive her favorably. She tries to project a positive image on the job.
- As a manager, Krista is concerned with maintaining positive attitudes and high morale among the employees who report to her. Their feelings are important to her. Krista does what she can to dispel subordinates' fears, worries, grievances, and tensions. Krista will likely enjoy employee coaching and mentoring.
- She is moderately open to change and new learning. Krista is also fairly comfortable with tried-and-true methods. She is not one to change things about herself or her work just for the sake of trying something new.
- She is fairly wary and observant. Krista is usually on the lookout for potential problems and keeps a watchful eye on what is going on around her. As a manager, she will check on and try to verify what subordinates report about their activities and accomplishments.
- She registers as being fairly careful and methodical in the way she performs many tasks and assignments.
- Krista is not one to crowd her subordinates or to second-guess their decisions and actions. As a manager, she gives them considerable job autonomy and discretion. Krista works best with employees who are responsible and self-directed to perform well.
- She typically emphasizes teamwork and cooperation in the workplace. As a manager, Krista emphasizes interdependence and mutual supportiveness among the people who report to her. She engages in goal setting, consensus building, and exchange of ideas in group settings, not one-on-one with individual employees.
- She prefers to work on practical problems that can be solved quickly. Krista is very concerned with real problems facing the organization and concrete ways to solve these problems. She is quite mindful of immediate priorities and what needs to be done next.



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Developmental Concerns:

- Krista is likely to be too submissive, reticent, and unassertive to function effectively in this job. Her leadership potential is limited. She may have a hard time dealing with problem employees, interpersonal conflict, or angry customers. It will be difficult for her to take charge of a group or impose her will on other people. During meetings with other managers, Krista's suggestions and proposals may be ignored when she fails to defend them.
- Krista can sometimes use too much discretion in deciding how and when she will carry out job tasks, duties, and responsibilities. She could be more conscientious and reliable, at times, in her work habits.
- Scoring below-average on emotional stability, Krista may not always have good control over her emotions. She may have considerable difficulty handling heavy job pressure and frustration in an appropriate manner. Other employees may see her as more easily angered, frustrated, or upset than is appropriate for someone in a leadership role.
- Earnings, benefits, and general sales incentives will not be enough to fully motivate Krista on her job. If hired, it will be important that she has sufficient opportunities for challenge, variety, and responsibility so that Krista does not become dissatisfied and a candidate for premature turnover.
- Others may sometimes see Krista as putting on a false front or as trying to manipulate them. She could be more genuine and candid in the way she interacts with coworkers and customers.
- Krista scored low on our measure of integrity, suggesting that she will exercise a great deal of flexibility when interpreting rules and ethical standards. Her behavior on the job may directly or indirectly violate company rules and policies, which would also set a bad example for the people who report to her. If placed in a job where Krista will be in ambiguous or tempting situations, follow-up monitoring will be needed and she needs to understand clearly the serious consequences for improper conduct and rule violations.
- Krista could be more willing to innovate and learn new approaches to her work. She could be more open to improving job-related knowledge, skills, and abilities for herself and her subordinates.
- Krista may sometimes be too pessimistic and inclined to expect negative outcomes. Some people may feel that Krista is too quick to conclude that a solution to a problem is unattainable. As a manager, Krista could do more to get subordinates to see future plans and prospects in a positive light.
- Her self-confidence is low. Krista may have a tendency to stew and brood about things too much. She may sometimes feel the need to overcompensate and prove herself in ways which are not to her credit.
- Krista may be too non-directive as a manager and give the people who report to her too much freedom. She may need to be more engaged in such functions as scheduling, directing, setting goals, monitoring performance, and giving corrective feedback to employees, if her work group is to achieve optimal levels of performance.
- A tendency to focus too much on the here and now may keep Krista from noticing emerging trends and having adequate perspective on her work. At times, she may not be able to see the forest for the trees in her work.
- Krista's score on work drive is in the below-average range. She may be reluctant to work long hours or extend herself for her job. As a manager, Krista may not set a good example for employees of working persistently to attain goals and complete assignments.



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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?

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.

MONEY MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.



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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?

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality. Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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.



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- Describe whether you empower the people who report to you to function independently, and if so, how.

VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?
- Describe what you see as the key aspects of being a successful leader.
- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.

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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