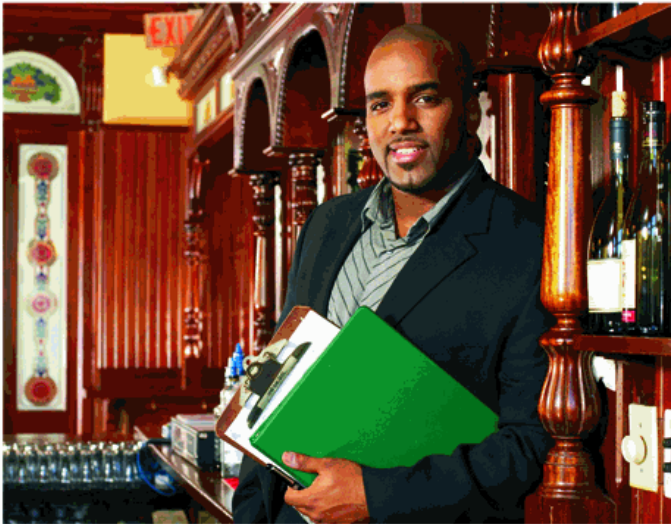




**We Improve Productivity
Through People.**



Personal Style II Assessment Report

Candidate: Amy Carpenter

Date: 09/03/2008



Personal Style II Assessment Report

Candidate: Amy Carpenter
 Date: September 03, 2008

Date: 09/03/2008

Prepared For: Employers

Prepared by: John Lounsbury, Ph.D. & Lucy Gibson, Ph.D., Licensed Industrial-Organizational Psychologists

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		◆			
Emotional Stability / Resilience			◆		
Extroversion		◆			
Integrity			◆		
Openness			◆		
Optimism/Enthusiasm		◆			
Orderliness		◆			
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 Amy's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	Top 10%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	70-79%ile

Amy 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.



Personal Style II Assessment Report

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Personality Assessment

Strengths:

- Amy is not aggressive, contentious, or overbearing in her dealings with other people. She will readily accept the leadership of others and do what she is asked or told to do.
- Amy is flexible and able to improvise as needed. She can readily adapt to changing circumstances and conditions on the job.
- She is usually stable and in control of her emotions. Amy can handle most normal forms of job stress without lowering her job effectiveness.
- Amy is fairly introverted in her interpersonal style. She will usually have good concentration for her work and does not mind working quietly on the tasks at hand.
- She is moderately open to change and new learning on the job. Amy is also fairly comfortable with tried-and-true methods, but 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. Amy is usually on the lookout for potential problems and keeps a watchful eye on what is going on around her. She is not likely to waste valuable resources on problems that may not be worth the effort.
- Amy likes a balance of independent and interdependent work. She can work closely with others, but she can also switch gears and function well on her own.
- Amy is very considerate and respectful of the feelings of the people she works with. She should be seen by others as someone who is quite tender-minded, sympathetic, and compassionate.
- Generally, Amy works hard enough to meet most job demands while also achieving a balance between work and the rest of her life. Her work drive registers as being about average.

Developmental Concerns:

- Amy lacks assertiveness and backbone. She may give in to others needlessly and back off too much from situations that she should confront directly. Amy may fail to express her ideas and opinions in work-related meetings and discussions.
- She could be more reliable and trustworthy in the way she performs her job. Amy could fulfill her work commitments, responsibilities, and duties in a more conscientious manner.
- High levels of job stress and chronic pressure may undermine Amy's ability to handle her emotions in a stable, mature manner. She may need to develop more effective coping skills for such situations.
- Amy may sometimes fail to share her ideas and opinions readily or fully enough with coworkers. She could be more sociable, expressive, and outgoing in the workplace.



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- Amy's score on the integrity dimension was in the average range. While this does not necessarily predict a future problem, it points to the need for a good on-the-job orientation and training about how to handle various situations, including "gray areas" in a manner that reflects the company's concern for integrity and rule-adherence.
- Amy could be a bit more willing to experiment with new ideas and procedures on her job. She may need to focus on being more interested in professional development and continued learning.
- Amy may sometimes be too ready to look for what is wrong with situations and people. She could, at times, be more optimistic and inclined to expect good things from the people she works with and her overall work situation.
- She may need to organize her work more carefully and strive harder to be neat and tidy in her work habits.
- She could more actively cooperate and collaborate with other employees. There may be times when Amy places too much emphasis on individual contribution rather than group accomplishment.
- Amy may rely too much on her personal feelings when appraising situations or problems and drawing conclusions. She may be too tender-minded to make objective decisions on her job or to take a course of action that has a negative impact on other people.
- Amy may need to rev up her work drive, at times, if she is to really succeed in this job. This may necessitate going above and beyond normal effort levels to meet pressing or irregular job demands.

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?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- 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 effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

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.



Personal Style II Assessment Report

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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

- 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?

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?]



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- 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.

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?

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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