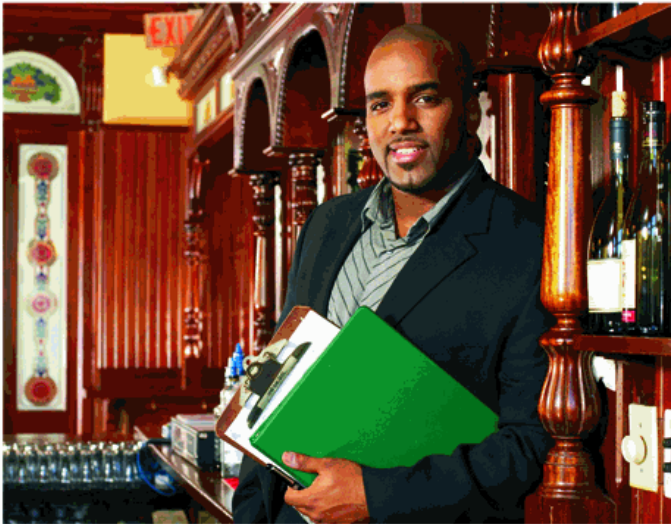




**We Improve Productivity
Through People.**



Personal Style III Assessment Report

Candidate: Sandra Grayson

Date: 05/15/2008



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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 Sandra'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 80-89%ile

Verbal Reasoning 80-89%ile

Sandra 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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Personality Assessment

Strengths:

- Sandra is assertive, but by no means aggressive or oppositional. She will make requests of others in a low-key, non-invasive manner.
- She is moderately trustworthy and conscientious in the way she does her work. Sandra also uses a fair amount of her own judgment in determining when and how she will carry out her job responsibilities and commitments.
- Most types of work pressure and strain will not be a problem for Sandra. She is generally stable and well-adjusted.
- Sandra tends to be cordial and sincere in her work-based interactions. She won't be swayed by social factors when making decisions or attending to her own job tasks and duties.
- She prefers to set up a standard way of doing things and develop a routine that leads to predictable outcomes. Sandra supports established organizational conventions and protocol. She is most comfortable with job tasks and assignments that she has often done in the past.
- She is not one to judge others in advance of observing their behavior and performance. Sandra takes people at their word until facts persuade her otherwise.
- Sandra is moderately organized and systematic, in the way she approaches and completes job tasks.
- Sandra can work independently in the service of collective goals. She is comfortable with functioning in both team and individual contributor roles.
- While she can be logical and analytical in the way she appraises problems, Sandra is also attentive to and respectful of the feelings and emotional states of other people.
- Generally, Sandra 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:

- Sandra may need to be more strong-willed and assertive in some situations. She should let others know what she really thinks or feels about things at times.
- She may sometimes fail to do things when and how she said they would be done. Sandra could be more conscientious and reliable in the way she meets job expectations and responsibilities.
- Sandra may have difficulty keeping her emotions under control when subjected to high levels of job pressure and strain. She may become stressed out by factors that most employees in this job take in stride.
- In work situations that call for frequent social interaction, either with co-workers or customers, Sandra could strengthen her communication effectiveness. She could, at times, be more outgoing and warmhearted in her job-based interactions.



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- Sandra 's integrity is average. This is not an unacceptable score, but her supervisor will want to reinforce the importance of company rules, policies, and guidelines and to provide examples of how to handle ethically ambiguous situations along with consequences for improper behavior on the job.
- Sandra may not be open enough to new learning and professional development. Sandra could also be more receptive to organizational change and innovation initiatives.
- She could be more inclined to work cooperatively with other employees. Sandra could do more to contribute to work group cohesion and interdependence.
- Sandra may, at times, need to be more willing to work long hours or an irregular schedule. She 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?
- * How would you handle it differently in the future?

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.

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?

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.



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- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

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.

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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