



**Accounting Manager / Controller
Assessment Report**

**Candidate:
Margaret Sampleuser**

**Date:
03/13/2020**

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

Date: 03/13/2020

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			◆		
Extrinsic Motivation	◆				
Extroversion		◆			
Impression Management			◆		
Integrity				◆	
Managerial Human Relations					◆
Managerial Task Structuring	◆				
Openness				◆	
Optimism			◆		
Orderliness			◆		
Self-Confidence				◆	
Teamwork				◆	
Visionary Leadership		◆			
Work Drive				◆	
Overall Cognitive Aptitude					◆

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Margaret's overall level of general intellectual aptitude to be in the **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 60-69%ile

Margaret has an above-average level of general cognitive aptitude. She should be able to handle the problem-solving demands of this job in a capable manner.

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.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

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. Sampleuser 's Responses
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.

Demotivators	Ms. Sampleuser 's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

Job Satisfaction	Ms. Sampleuser 's Responses
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.

Leading a Team	Ms. Sampleuser 's Responses
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.

Management Style	Ms. Sampleuser 's Responses
<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.
Work Drive	Ms. Sampleuser 's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

Personality Assessment

Strengths:

- She is very easy to get along with. Margaret will avoid arguments and unpleasantness whenever possible. She tries to be a nice, pleasant person in her daily interactions with coworkers and customers.
- Margaret is moderately assertive when the situation permits or calls for it. However, she is by no means aggressive or overbearing, and tries to influence the behavior and guide the work of subordinates in a respectful, reasonable manner.
- She is trustworthy and reliable in the way she performs her job. Margaret fulfills her work commitments in a reliable manner others can count on.
- She can handle most ordinary types of job stressors and hassles. Margaret is moderately well-adjusted and able to manage her feelings fairly well in demanding situations. She will seldom display anger or frustration to the people she works with.
- Highly motivated by intrinsic factors, Margaret wants to do work that is challenging, interesting, and varied. Money is not the primary motivator for Margaret; rather, the nature of the work itself and her relationships with the people she works with are what energize and fuel her.
- Margaret is somewhat introverted and usually has good concentration for her work. She does not mind working quietly on the tasks at hand. Margaret will not burden subordinates with excessive communication.
- Margaret is moderately adept at controlling the image she presents to others. She is not phony or insincere, but she can adjust her actions and responses in order to create a fairly positive self-presentation.
- Margaret will perform her work tasks and duties in a manner consistent with company rules and policies. She is honest and ethical in her job behavior. Employees will trust her to exercise good judgment and do the right thing, even in ambiguous situations.
- Margaret is very considerate and respectful of the needs and concerns of subordinates. They are likely to see her as someone who is in touch with what they are feeling. Margaret will look for ways to ensure high levels of employee morale and satisfaction in her work group. She is inclined toward coaching and mentoring employees.
- She is open to new ideas and ways of doing things on the job. Margaret is favorably inclined toward organizational change and innovation. Margaret continually tries to improve her knowledge, skills, and abilities as well as those of her subordinates.
- She balances optimism with vigilance in her posture toward other people as well as new situations. Margaret doesn't prejudge others, but she is also not gullible or easily deceived. When problems are encountered, she tends to believe they can be overcome with a reasonable amount of effort, but Margaret won't be unrealistic in her expectations.
- She is reasonably organized and systematic in her work. Margaret is also flexible and adaptable, adjusting her style to changing job circumstances.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

- Margaret is usually self-confident and sure of her ability to handle most problems which might arise on her job. She will act decisively, when necessary, and move ahead on assignments in a forthright manner.
- As a manager, Margaret delegates readily and trusts subordinates to work in a responsible, self-directed manner. She is not one to micromanage or hover over subordinates while they work. Margaret's style is most appropriate for self-motivated employees who work well without guidance and oversight.
- She is group-minded and teamwork-oriented. Margaret encourages her subordinates to work together cooperatively to achieve common goals. She tends to focus on group goals instead of individual ones and will communicate most of the time with the group as a whole.
- She is typically concerned with ongoing organizational activities and accomplishments. Margaret makes a point of identifying current priorities and solving immediate problems
- With an above-average work drive, Margaret works energetically and persistently to fulfill job responsibilities. She is usually willing to extend herself, when necessary, to meet heavy or irregular job demands, including working long hours or a difficult schedule. As a manager, Margaret will set a fairly good example for employees of working hard.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

Developmental Concerns:

- Margaret may be known as someone who tries to be so nice all the time that she avoids any issue that might create ill will or stir up controversy. In work meetings, she will be hesitant to view a dissenting opinion. She will find it difficult to challenge other people.
- Margaret may sometimes need to be more assertive in her leadership style. She could be more directive and forceful, especially in situations involving challenges to her authority and when dealing with difficult employees.
- She may have some difficulty handling high-pressure work situations. Margaret may find it hard to handle a lot of job stress, particularly on a prolonged basis.
- In the long term, Margaret's high level of concern for doing interesting and personally meaningful work may be unrealistic. Her supervisor should try to keep her motivated on an ongoing basis by such factors as challenge, variety, and meaningful assignments.
- Margaret may sometimes fail to share her ideas and opinions readily or fully enough with subordinates and other employees, including her boss. Some employees may not feel comfortable approaching Margaret about their ideas or input. She could be more sociable, expressive, and outgoing in some situations.
- Margaret 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.
- By focusing intently on the here-and-now, Margaret may fail to notice emerging trends and patterns. She can be shortsighted on her job and not do enough to identify and plan for future needs and problems.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

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?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

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.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

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.

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?

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.

Accounting Manager / Controller Assessment Report

Candidate: Margaret Sampleuser

Date: March 13, 2020

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.

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.

The information contained in this report is Resource Associates, Inc. business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at (865) 579-3052 or by sending E-mail to info@resourceassociates.com.