Candidate:
John Sampleuser

Date:
01/28/2020
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**

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<th>Ability</th>
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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 Richard's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

- Abstract Reasoning 80-89%ile
- Numeric Reasoning Top 5%ile
- Verbal Reasoning 70-79%ile

Richard has a high level of general cognitive aptitude. He 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.
Personality Assessment

Strengths:

- He is very concerned with getting along well with the people he works with. John is consistently agreeable and will work hard to preserve harmony in social situations.

- John has a very forceful and assertive interpersonal style. He won't let other people take advantage of him and will stand up for what he believes in.

- He can be counted on to perform his work in a very trustworthy and conscientious manner. John makes good on his job commitments, keeps his promises, and follows through on obligations.

- Care and attention is given to his work to ensure that the final results will meet everyone’s expectations. John takes pride in the quality of his work products.

- Most types of work pressure and strain will not be a problem for John. He is generally stable and well-adjusted.

- John is highly likely to perform job tasks and duties with integrity. He can be trusted to adhere to company rules, policies, and ethical codes, even when placed in situations that permit individual discretion.

- Strongly motivated by the inherent enjoyment of the everyday work experience, John will enjoy coming to work everyday if the tasks and environment fit his preferences. He consistently looks for meaningful assignments and tasks.

- He will be comfortable organizing work information and tasks and keeping track of large amounts of data or material.

- John consistently emphasizes teamwork and interdependence in his relationships with co-workers. He will pitch in and work toward shared goals and common objectives.
Developmental Concerns:

- John may put so much energy into creating a pleasant working environment where everyone gets along, he may fail to address problems that lead to disagreement and conflict. If someone presents a proposal, he will tend to agree without going through a serious critique.

- John can sometimes be too pushy or controlling. He may need to moderate his style when making requests of other people or disagreeing with them. Some employees may take offense at his tendency to dominate the group and assume leadership functions that have not been assigned.

- John may have difficulty keeping his emotions under control when subjected to high levels of job pressure and strain. He may become stressed out by factors that most employees in this job take in stride.

- John does not like very quiet, tranquil work environments. Being placed in this type situation will lead him to seek out social stimulation; for example, by going into other people’s offices to talk with them or spending a lot of time on the phone, thus interfering with his productivity.

- He has a below-average work drive which could limit his long-term job performance. John may be reluctant to work long hours or extend himself for his job.
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?]

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.

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.

INTRINSIC MOTIVATION

• Tell me which factors define success for you in a job.

• Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.

• Tell me what you would do if your job became repetitive and routine.

• Describe the kind of work that really motivates you.

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?