



**Graphic Designer Assessment  
Report**

**Candidate:  
Ken Sampleuser**

**Date:  
03/26/2020**

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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					◆
Assertiveness			◆		
Conscientiousness			◆		
Customer Service / Responsiveness			◆		
Emotional Stability	◆				
Extroversion			◆		
Impression Management			◆		
Integrity			◆		
Intrinsic Motivation				◆	
Openness		◆			
Optimism		◆			
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 Ken's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning Top 10%ile

Numeric Reasoning 60-69%ile

Verbal Reasoning 60-69%ile

Ken has an above-average level of general cognitive aptitude. He 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.

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## Personality Assessment

### Strengths:

- Coworkers are likely to see Ken as very easy to get along with. Ken will avoid arguments and unpleasantness whenever possible. He tries to be agreeable in his daily interactions with coworkers and other people.
- Ken is mildly assertive when the situation permits or calls for it. However, he is by no means aggressive or overbearing and tries to bring his influence to bear in a respectful, reasonable manner.
- Ken is usually reliable and conscientious in the way he performs his job. However, Ken uses a fair amount of personal discretion and judgment in deciding how he will meet his obligations and duties.
- Ken is usually cordial in his dealings with other people without spending too much time in social interaction. He shares information with other employees and spends time listening when it seems important to do so. Ken is not easily distracted by opportunities for social contacts and can work comfortably on tasks requiring concentration.
- Ken is reasonably able to create a favorable impression. While he will generally be straightforward and sincere in his self-presentations, Ken will sometimes modify his actions and manage his image to fit the situation.
- Ken will perform his work tasks and duties in a manner consistent with company rules and policies. He is likely to be viewed as fairly honest and ethical in his everyday job behavior.
- Ken derives satisfaction from enjoying a task, taking pride in a job well done and being challenged in his work. He is not one to constantly push for more money, especially if his job has intrinsic motivators to keep him energized and engaged.
- He values continuity, familiarity, and predictability. Ken is comfortable developing a set way of doing things and then sticking to it, rather than making continuous modifications. He will be comfortable managing in an area where the work revolves around familiar, well-rehearsed tasks.
- He is fairly wary and observant. Ken is usually on the lookout for potential problems and keeps a watchful eye on what is going on around him. As a manager, he will check on and try to verify what subordinates report about their activities and accomplishments.
- He is reasonably organized and systematic in his work. Ken is also flexible and adaptable, adjusting his style to changing job circumstances.
- He is about equally committed to teamwork and individual contributor roles with his direct reports. Ken usually tries to get people to work together in a cooperative manner, but he will also emphasize the importance of employees working self-reliantly.
- Ken can usually tune into the feelings and sensitivities of the people he works with. He tends to show respect for their feelings and sensitivities.
- Ken has an above-average work drive. He usually works hard and does what it takes, including putting in overtime or irregular hours, to meet the demands of his job. As a manager, Ken will set a good example for subordinates of working persistently to complete projects and attain goals.

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## Developmental Concerns:

- If conflict arises in his area of responsibility, he will try to quickly get it smoothed over rather than deal with the underlying problem. People will find that he does not like to deal with disagreements or difficult situations, especially if it requires direct confrontation. And, in discussions with other coworkers, he will tend to give bland comments, or side with the majority when decisions are made even if he doesn't agree with them.
- Ken may need to be more strong-willed and assertive in some situations. He should let others know what he really thinks or feels about things at times.
- Ken could be somewhat more reliable in his work habits. He could, at times, do his job in a more conscientious manner that inspires greater confidence in coworkers of his stated intentions and commitments.
- He could strengthen his customer service orientation. Ken may need to be more responsive to the needs and preferences of customers in his area of responsibility.
- Ken registers as being rather emotional and readily affected by feelings. He does not hold himself together well in stressful situations, perhaps displaying noticeable mood swings, elevated anxiety, or outbursts of anger. This can eventually lower morale in his work group. Chronic work pressure can overwhelm him, especially if compounded by problems at home.
- In order to build good relationships with employees and other key people throughout the company, Ken could be somewhat more sociable, gregarious, and outgoing. He may need to communicate more frequently and make more effort to avail himself of input from others.
- Ken registered an average score on the integrity measure. Although this is not an unacceptable score, he should be given a careful orientation to company rules and policies, including a thorough explanation of how ambiguous situations are to be handled so as to maintain honest, ethical business practices. Ken also needs to understand the company's commitment to integrity and the consequences for improper behavior.
- He is somewhat set in his ways. Ken may not be open enough to new learning and professional development, both for him self and his subordinates. Ken could be more receptive to organizational change and innovation initiatives and he could make more effort in his own work group to promote continuous improvement activities.
- He may sometimes be too pessimistic and inclined to look for negative outcomes so that he misses the positive potential in new ideas, proposals, and plans. As a manager, Ken can occasionally be too skeptical or prone to find fault with subordinates. They may feel that he does not encourage them to do their best or inspire them to reach their full potential.
- As a manager, Ken could more actively promote teamwork and cooperation among the employees reporting to him. He may need to do more to instill a sense of group unity and cohesion.
- Ken may sometimes rely too much on his own personal feelings when appraising situations or problems and drawing conclusions. He may be too tender-minded to make objective decisions in some situations.

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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?

### 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.

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- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

## CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

## 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.

## 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.

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

## 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.
- Describe the most significant thing you have done to help yourself become better organized on your job.
- 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?]

## TEAMWORK

- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

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- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.

### 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?

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