



Marketing Manager Assessment Report

**Candidate:
Tess Superuser**

**Date:
05/19/2020**

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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					◆
Assertive Leadership					◆
Competitiveness	◆				
Dependability				◆	
Emotional Stability/Resilience					◆
Extrinsic Motivation	◆				
Extroversion				◆	
Impression Management	◆				
Integrity				◆	
Managerial Human Relations					◆
Openness to Change					◆
Optimism / Enthusiasm				◆	
Self-Confidence				◆	
Task Structure				◆	
Teamwork Orientation			◆		
Visionary Leadership				◆	
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 Tess's overall level of general intellectual aptitude to be in the **50-59 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 30-39%ile

Verbal Reasoning 40-49%ile

Tess has an average level of general cognitive aptitude. She should be able to handle most routine assignments and tasks without difficulty. She should be a satisfactory (though not outstanding) general problem-solver and information processor in 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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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. Superuser'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. Superuser'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. Superuser'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.

Marketing Manager Assessment Report

Candidate: Tess Superuser

Date: May 19, 2020

<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.
<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. Superuser'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. Superuser'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.

Marketing Manager Assessment Report

Candidate: Tess Superuser

Date: May 19, 2020

<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.
<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. Superuser'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.

Marketing Manager Assessment Report

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Personality Assessment

Strengths:

- She is very motivated to have smooth, amiable working relationships. Tess tries to be courteous and agreeable at all times on the job.
- She is very assertive and strong-willed. As a manager, Tess will be directive and enforce her decisions with authority. Tess will readily share her ideas and opinions in meetings with other managers and executives.
- Tess typically performs her job in a fairly trustworthy, reliable, and conscientious manner. Tess generally makes good on her work commitments, keeps her promises, and responsibly follows through on obligations to her customers and her employer.
- She is well-adjusted and resilient. Tess can consistently weather job stress and strain without lowering her effectiveness.
- Intrinsic rewards are much more important for Tess than are extrinsic ones. She is motivated by such factors as job challenge, responsibility, variety, and quality interpersonal relationships.
- Tess is fairly sociable, outgoing, and amiable in her work-based interactions. She will usually be an effective communicator.
- Tess is not one to put on a false front or act insincerely. What you see is what you get. Among the people she works with there is likely to be a consensus of perceptions regarding Tess.
- Tess registers as having a sound level of integrity and honesty. She is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- As a manager, Tess tries to be very responsive to the thoughts and feelings of her subordinates. They are likely to see her as someone who is considerate and understanding. When negative attitudes emerge, she moves quickly to resolve them.
- As a manager, Tess is inclined to create and maintain a structured task environment. She usually clarifies roles, duties, and assignments to subordinates and gives them appropriate performance feedback.
- She is progressive and open-minded. Tess is ready to adopt and disseminate new ways of doing things and engage in innovation initiatives. She will engage in activities related to continuous improvement, job training, and employee development.
- Tess often emphasizes what is good and promising when appraising current situations as well as future possibilities. She is usually upbeat and tries to accentuate the positive in her work situations.
- Tess is fairly self-assured and secure with her capabilities. She is not prone to doubt herself or fret about things. Tess will approach tasks with confidence that she can handle problems and perform competently.
- Tess prefers some independence as well as some cooperative activity in her work. She values both team player and individual contributor functions in achieving organizational goals.

Marketing Manager Assessment Report

Candidate: Tess Superuser

Date: May 19, 2020

- As a leader, Tess takes some time to plan ahead for organizational outcomes and ways to achieve them. She is fairly concerned with envisioning future possibilities and formulating plans to actualize them. Tess intuitively interprets facts, data, and information so as to clarify company strategies.
- Tess is willing to extend herself to meet pressing demands at work. She has a high level of work drive.

Marketing Manager Assessment Report

Candidate: Tess Superuser

Date: May 19, 2020

Developmental Concerns:

- Tess 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 meetings with other managers, she will be hesitant to view a dissenting opinion.
- Tess can sometimes be too demanding or controlling in situations where she should back off and take a more humble, low-keyed approach. She may sometimes need to be less directive and pushy in her managerial style.
- Disinclined to compete against her peers, Tess may be hard to motivate, or even demotivated by comparisons with peers and group contests. She is not positively energized by opportunities to outperform others.
- Tess has such a high need for doing work that she finds challenging, interesting, and personally meaningful that she may have a hard time staying motivated, especially after she has been on the job a while. Her supervisor must find ways to keep Tess engaged and involved in her work.
- Tess can sometimes be too frank and candid about her feelings and opinions. She may need to be more tactful and politically astute in the way she treats other people and comes across to them.
- Tess may need to more consistently contribute to teamwork and interdependence. She could more actively cooperate and collaborate with others on her job.
- As a leader, Tess may occasionally fail to notice and attend to immediate organizational problems and priorities. In keeping the big picture in mind, Tess may sometimes neglect important details, constraints, and limitations.

Marketing Manager Assessment Report

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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?]

COMPETITIVENESS

- Describe a situation where you had to compete with other employees to reach a goal. What was the situation and how much did you enjoy it? How did it turn out?
- What types of competitive experiences have you had at work? To what degree were you successful in competing against your peers... or competing to reach a company goal? Tell me about one of those situations.
- To what degree do you prefer a job that involves competition, e.g. competing between employees to see who can produce the highest volume or achieve the lowest defects, etc.

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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.

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs , resources, and interest levels of the people you are interacting with.

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.

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