



**Marketing Specialist Assessment
Report**

**Candidate:
Allison Sampleuser**

**Date:
09/01/2020**

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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			◆		
Competitiveness			◆		
Conscientiousness					◆
Customer Service / Responsiveness			◆		
Detail Mindedness				◆	
Emotional Stability			◆		◆
Empathy			◆		
Extroversion		◆			◆
Impression Management	◆				
Integrity					◆
Openness					◆
Optimism			◆		
Self-Confidence			◆		
Teamwork		◆			
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 Allison's overall level of general intellectual aptitude to be in the **60-69 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	40-49%ile

Allison has a slightly above-average level of general cognitive aptitude. She should be able to handle most of the problem-solving demands of this job in a satisfactory 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:

- She much prefers to get along with other people and to have comfortable working relations. Allison will defer to the preferences and demands of others and strive to maintain a pleasant atmosphere in her work group.
- Allison is fairly strong-willed and assertive. She can usually bring her influence to bear on other people and confront problems directly.
- In some situations, Allison is competitively driven and motivated to outperform others in similar jobs. However, when this happens, she tends to compete in a congenial manner rather than trying to "beat" everyone else.
- She is very dependable and conscientious on the job. Allison will reliably honor job expectations and commitments.
- Allison places substantial emphasis on customer satisfaction and retention in her work. She tries to anticipate and fulfill customer needs and demands courteously and without delay. As a manager, Allison usually encourages customer responsiveness by the people who report to her.
- People will view Allison's work as accurate, precise, and thorough. She will put in extra proofing time to make sure everything is completed properly and do not contain errors.
- Allison has a high level of emotional stability and resilience. She can cope effectively with job stress and pressure. She is level-headed and collected in times of work crises and group conflict. Subordinates will not fear an angry response by Allison when they approach her with bad news.
- She tries to look at both objective factors and subjective considerations when making decisions. Allison places importance on not only personal feelings, but also empirical data and logical relations in determining a course of action.
- Allison is extroverted, gregarious, expressive, and open about sharing her information. She is likely to be an effective communicator who is attuned to social cues and interpersonal dynamics in the workplace. Allison will try to establish and maintain contacts with other areas in the organization, including other managers and departments.
- Allison 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 Allison.
- Allison will perform her work in a manner consistent with company rules and policies. She is quite honest and principled on the job. Allison will make decisions in a professional manner without compromising integrity, which will set a good example for the people who report to her.
- She is very open to change and innovation in the workplace. Allison is interested in new learning and professional growth for herself and the people who report to her. Continuous improvement activities will be a high priority for her.

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- Fairly optimistic about most things, Allison tries to look for positive qualities in people and future opportunities. She is not one to form negative preconceptions quickly. Allison will focus on positive qualities in the people she works with, the projects she works on, and the organization she works for. As a manager, Allison often conveys upbeat expectations to her subordinates which can help them persevere on difficult assignments.
- She values independence and autonomy. As a manager, Allison usually expects employees to work in a self-reliant manner to achieve work goals.
- Allison has a high work drive. She invests a lot of time and energy into her job, even when long hours are required. As a manager, Allison sets a good example for subordinates of working hard.

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Developmental Concerns:

- Allison can sometimes try too hard to get along with everyone that she gives in on important issues just to keep the peace. People may view her as too accommodating and unwilling to address sensitive topics. In meetings with executives, she will tend to go along with the majority because she is uncomfortable with being different than everyone else.
- She may occasionally talk too much when she should be listening or concentrating on her work. Allison may be so easily influenced by social cues and opportunities for interaction that she becomes distracted and loses her work focus.
- Allison could improve her interpersonal effectiveness by adjusting her approach to fit her audience and situation. She could gear her presentations and statements more toward the person she is trying to influence.
- Allison does not strongly emphasize teamwork, which may lower work group unity and productivity. She could do more to promote cooperation and interdependence among her subordinates. Allison could also make more of an effort to coordinate with other managers to accomplish organizational goals .

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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?

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?]

EMPATHY

- Tell me about a time when you were able to establish rapport with a "difficult" person.
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.

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- 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?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

TEAMWORK

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