



**Personal Style II Assessment
Report**

**Candidate:
Debbie Sample**

**Date:
10/31/2022**

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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
Assertiveness			◆		
Conscientiousness				◆	
Customer Service / Responsiveness			◆		
Emotional Stability / Resilience				◆	
Extroversion					◆
Integrity					◆
Openness		◆			
Optimism/Enthusiasm				◆	
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 Debbie's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	Top 10%ile
Verbal Reasoning	80-89%ile

Debbie has a very high level of general cognitive aptitude. She can learn new information quickly, solve complex problems efficiently, and be able to handle a very 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.

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Personality Assessment

Strengths:

- Debbie is assertive, but by no means aggressive or oppositional. She will make requests of others in a low-key, non-invasive manner.
- She is trustworthy and reliable in the way she performs her job. Debbie fulfills her work commitments in a reliable manner others can count on.
- She is a fairly resilient person who has good control over her emotions. Debbie can weather most forms of job hassles, stress, and pressure. She usually keeps her composure when dealing with work crises and emergencies.
- Debbie is sociable, outgoing, and cheerful in her dealings with other people on the job. She should be a good communicator who readily gets to know other employees.
- Debbie is likely to be a principled and ethical person who uses a strict moral code by which to judge her choices. She will fully adhere to company rules and policies.
- She is comfortable with tried-and-true work practices and procedures. Debbie does not make sudden changes or readily alter her problem-solving style without adequate justification. She prefers familiar tasks and assignments.
- Fairly optimistic about most things, Debbie tries to look for positive qualities in people and future opportunities. She is not one to form negative preconceptions quickly. Debbie focuses on positive qualities in the people she works with, the projects she works on, and the organization she works for.
- Debbie prefers some independence in addition to cooperative activity in her work. She values both team player and individual contributor functions in achieving organizational goals.
- Debbie is fairly tender-minded and sensitive to the emotions of the people she works with. She will usually be considerate of their feelings. Debbie will also rely substantially on her own personal feelings to guide her conclusions, decisions, and actions.

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Developmental Concerns:

- Debbie may need to be more assertive and influential in some situations. She could be more inclined to seize the initiative and address problem situations.
- She could strengthen her customer service orientation. Debbie may need to be more responsive to the needs and preferences of customers in her area of responsibility.
- Debbie may be too involved in the social side of work. She may spend time chatting and interacting with others when she should be concentrating on her own work obligations.
- Often set in her ways, Debbie may not be willing enough to try new practices and procedures on her job. She could be more receptive to company-sponsored innovation and continuous improvement efforts.
- She could, at times, contribute more actively to teamwork and cooperation in the workplace. If this job requires close collaboration among employees to achieve shared goals, Debbie might benefit from training on team principles.
- Debbie can occasionally be too tender-minded and swayed by her own feelings or the perceived feelings of other people. It may be hard for her to be objective about things. Also, Debbie may sometimes become emotionally wounded and distraught by negative remarks and disapproval from other people.
- Debbie may not always work hard enough to meet heavy or unusual work loads. When extended overtime or an irregular work schedule is required, she may not consistently invest enough time and energy into her job to meet its demands.

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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?

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.

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.

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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.
- 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.

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.

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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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?

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