



## Physician Assessment Report

**Candidate:**  
**Alan Sample**

**Date:**  
**05/02/2020**



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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 Alan's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	Top 5%ile
Verbal Reasoning	Top 10%ile

Alan has a very high level of general cognitive aptitude. He 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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### 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.

<b>Annoyances</b>	<b>Mr. Sample's Responses</b>
<i>I don't like to work with people who...</i>	
<i>I get annoyed at work when...</i>	
<i>At times my work has suffered because...</i>	
<i>I would really dislike a supervisor who...</i>	
<i>People should recognize I am stressed out when...</i>	
<i>It's hard to do good work when...</i>	
<i>I would turn down a job if...</i>	
<b>Ideal Job</b>	<b>Mr. Sample's Responses</b>
<i>The most fulfilling job I had...</i>	
<i>What I want most from a job is...</i>	
<i>My career goal for five years from now...</i>	
<i>The set of responsibilities I enjoy most are...</i>	
<i>I enjoy working with people who...</i>	
<b>Leadership Style</b>	<b>Mr. Sample's Responses</b>
<i>When I have to make a decision quickly...</i>	
<i>My success as a manager derives from...</i>	
<i>Mentoring employees who report to me...</i>	
<i>Besides supervising other people, a manager should...</i>	
<i>The best way to motivate people...</i>	
<i>The average employee...</i>	
<i>An employee who brings personal problems to work...</i>	
<i>I deal with conflict in my team by...</i>	
<i>To increase employee commitment I...</i>	
<i>To be a valuable member of a senior management team, I try to...</i>	
<i>As a leader, my greatest satisfaction at work...</i>	
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	
<i>When I have to reprimand or discipline an employee...</i>	
<i>The organizational culture I try to create is best described as...</i>	

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Strategies for Success	Mr. Sample's Responses
<i>The best way to get ahead in an organization...</i>	
<i>The personal strengths I possess that will help me be successful in this job include...</i>	
<i>Working long hours every week...</i>	
<i>To better myself I...</i>	
<i>My attitude about work-home balance is...</i>	
<i>The key to success in my career...</i>	
<i>To get ahead in a company...</i>	
<i>When I am criticized...</i>	

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### Personality Assessment

#### Strengths:

- As a manager, Alan is typically influential and assertive, though not overly aggressive or domineering. He will be comfortable providing work direction to subordinates and being responsible for their performance.
- Alan puts a great deal of effort into trying to fulfill the needs and concerns of patients and their families. Their satisfaction is a consistently high priority for him. He wants to make sure that nothing is overlooked when it comes to helping them have a good experience at your facility.
- He is very attuned to other people's behavior and pays a lot of attention to their feelings and emotional states. Alan is likely to be perceived by the people he works with as someone who is empathetic and considerate. When they have problems, he will make himself available to assist them.
- Alan registers as being fairly outgoing, cordial, and friendly in his job-based interactions. He is usually a good communicator who relates pleasantly to customers.
- Alan appears to be a principled and ethical person in how he performs job tasks and duties. He adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.
- Alan registers as being motivated by intrinsic factors on his job, so he will take a some personal pride in his accomplishments and enjoy daily tasks. However, financial incentives do serve some motivating potential for him.
- Alan usually prefers to rely on what he already knows rather than having to learn new ways of doing things on his job. He is supportive of custom, convention, and established ways of doing things in the workplace.
- He takes many situations and people at face value, without preconceptions or advance judgments. While Alan is usually optimistic about most prospects and future contingencies, he is not gullible or unrealistic in his expectations.
- Alan is fairly teamwork-oriented. He usually works cooperatively with others to achieve common objectives.
- Alan has a high work drive. He invests a lot of time and energy into meeting the demands of his job.

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### Developmental Concerns:

- He can be unpleasant and even quarrelsome or argumentative in group settings, which could undermine work group harmony. Alan will need to significantly alter his interpersonal style to have agreeable harmonious interactions with coworkers as well as his boss.
- He is not very stable or well-adjusted. This job may sometimes overwhelm Alan when it gets hectic and stressful. He may lose his composure when subjected to extensive pressure at work.
- Alan can sometimes identify too strongly with the feelings and emotions of the people he works with. This can cause him to get caught up in their problems and to lose perspective of what is the best course of action. Alan may need to become more objective and professional in some situations.
- He is somewhat set in his ways. Alan may not be open enough to new learning and professional development, both for him self and his subordinates. Alan 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 not spend as much time as you would prefer developing social contacts just for the sake of creating a network of friendships or professional acquaintances. He could benefit from training in his area.

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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?]

#### DEPENDABILITY

- Tell me about a time when you were unable to fulfill a promise to a customer. [Probes: What caused this? What were the outcomes? How did you feel about it?]
- What do you do when you are running late for an appointment with a potential customer?
- What do you do when the wrong product is shipped to one of your customers?

#### 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?]

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- 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.

### EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- 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? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

### 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.

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