



**Quality Manager Assessment
Report**

**Candidate:
Maja Sampleuser**

**Date:
03/10/2020**

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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	◆				
Conscientiousness			◆		
Customer Service Orientation				◆	
Detail Mindedness				◆	
Emotional Stability		◆			
Extroversion			◆		
Impression Management	◆				
Integrity			◆		
Managerial Human Relations					◆
Openness			◆		
Optimism		◆			
Self-Confidence		◆			
Striving for Excellence			◆		
Task Structuring	◆				
Team-Oriented Management			◆		
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 Maja's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning Top 5%ile

Verbal Reasoning 60-69%ile

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

Career Growth	Ms. Sampleuser'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. Sampleuser'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. Sampleuser'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.
<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. Sampleuser's Responses

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<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. Sampleuser'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.
<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. Sampleuser'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.

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Personality Assessment

Strengths:

- She is very motivated to have smooth, amiable working relationships. Maja tries to be courteous and agreeable at all times on the job.
- She is moderately conscientious and trustworthy in the way she works. Maja fulfills most commitments and expectations, though she also makes up her own mind about when and how she will do so.
- Maja emphasizes customer service and satisfaction in her work. She typically addresses the concerns and preferences of customers in a prompt, responsive manner.
- Care and attention is given to her work to ensure that the final results will meet everyone's expectations. Maja takes pride in the quality of her work products.
- Maja is usually cordial in her dealings with other people without spending too much time in social interaction. She shares information with other employees and spends time listening when it seems important to do so. Maja is not easily distracted by opportunities for social contacts and can work comfortably on tasks requiring concentration.
- Maja presents herself in a very sincere, unpretentious manner. She is not one to exaggerate the facts or say something just because she thinks it is what the other person wants to hear. Maja projects a consistent image to the people she works with, regardless of the situation.
- Maja scores in the average range on integrity. She is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.
- As manager, Maja registers as having good human relations skills. She is likely to show consideration of the feelings and concerns of employees. When they have personal problems, she listens well and tries to be understanding. Maja will likely enjoy coaching employees for personal and professional improvement.
- She is about average in terms of being willing to try new procedures and change her current ways of doing things on her job. Maja needs to be shown the benefits of change before she is willing to try something new.
- She is fairly attentive to what goes on around her and often keeps a close watch on situations that could be problematic. Maja will not be deceived by false promises or blindsided by unexpected negative developments. She will not rush to expend valuable resources on questionable projects.
- Maja is not one to crowd her subordinates or to second-guess their decisions and actions. As a manager, she gives them considerable job autonomy and discretion. Maja works best with employees who are responsible and self-directed to perform well.
- Maja's leadership style allows her to be comfortable working with employees in teams or one-on-one. She will encourage cooperation and mutual supportiveness among people in her department.

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Developmental Concerns:

- If conflict arises in her area of responsibility, she will try to quickly get it smoothed over rather than deal with the underlying problem. People will find that she does not like to deal with disagreements or difficult situations, especially if it requires direct confrontation. And, in discussions with other coworkers, she will tend to give bland comments, or side with the majority when decisions are made even if she doesn't agree with them.
- Maja is very lacking in assertiveness and leadership potential. She may back off from situations that she should confront directly, fail to take charge of unstructured situations, and not stand up for what she believes in. Her contributions within the management team, if they are made at all, will tend to be voted down when she backs down from criticism. Also, Maja may have difficulty giving subordinates direct, honest feedback about their performance when it is not up to par, which can lower productivity.
- Maja can sometimes use too much discretion in deciding how and when she will carry out job tasks, duties, and responsibilities. She could be more conscientious and reliable, at times, in her work habits.
- Maja is not very emotionally resilient or well-adjusted. Maja may become rattled, frustrated, or destabilized by job stress and pressure and react in ways that cause even more problems.
- To ensure that people feel comfortable about sharing their ideas or asking questions of her, Maja may need to be more consistently outgoing and expressive. She could communicate more readily and effectively in some settings and go the extra mile to initiate good working relationships with key people in the company.
- Maja 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.
- An average range on our measure of integrity does not necessarily signify a problem, but it might be good to further reinforce her ethical code with thorough training that clarifies company rules and regulations as well as consequences for inappropriate behavior. If hired, Maja's supervisor should review the company guidelines with respect to integrity and consequences for unacceptable behavior.
- Maja may find it difficult to engage in or benefit from some opportunities for growth and professional development, as she may not always be open to new learning. In some situations, she could be more receptive to opportunities to acquire and disseminate new knowledge, skills, and abilities.
- Maja could be more optimistic in her outlook. She may occasionally be too critical and prone to look for problems and the downside of situations, leading her to give up on problems that other employees perceive as solvable. Employees may feel that she is too hard to please, which can sometimes lower their own work motivation.
- Maja is fairly insecure and lacking confidence in herself or her job performance capabilities. She sometimes worries and frets about things too much, which could make her indecisive or slow to take definitive action.
- As a manager, Maja is likely to be too non-directive and removed from the day-to-day activities and performance levels of her subordinates to maximize their contribution to the company. She may need to do much more in the way of structuring tasks, monitoring outcomes, and giving performance feedback to subordinates, especially when employees are new to their jobs or function best with managerial oversight.

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- Her work drive is below that of many successful managers in this type of job. Maja may not always invest enough time and effort into her job and she may need to meet all its demands more promptly. As a manager, Maja may set a poor example for subordinates in terms of putting forth a high level of effort to meet job expectations, working industriously, or showing a sense of urgency in completing tasks.

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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?]

ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- 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 successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

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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?

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.

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.
- 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.

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- 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?

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?

STRIVING FOR EXCELLENCE

- Tell me about your attitude toward adopting new approaches that people say are “best practices” versus using standard, tried-and-true approaches. In your own work experience what is good vs. bad about adopting new strategies and approaches?
- How would you rate your last employer in terms of using best practices? What specific “best practices” were put in place; who was responsible for implementation; what results were achieved?
- When you think of the last group you were responsible for, what kinds of things did you put in place that were described as “best practices”? How did you learn about this new approach? What made you decide to implement the new approach? In what way did it improve results in your department?

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.

TEAM-ORIENTED MANAGEMENT STYLE

- Describe your team meetings with an emphasis on what you do versus what your employees do.
- What do you think makes an effective team?
- What is the proper role of the supervisor or manager with a group where the company emphasizes team principles?

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- How do you typically get employees to take an active role in the team? What types of things would they do? To what degree have you been successful in getting employees to function as true team members?
- What problems have you had implementing team principles with your department?

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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