



Customer Service Pre-Employment Assessment Report
 on
Theresa Jenkins

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Prepared For: UltimatePractice.com

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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	◆				
Conscientiousness				◆	
Customer Service / Responsiveness					◆
Emotional Stability / Resilience			◆		
Empathy					◆
Extroversion				◆	
Flexibility		◆			
Integrity			◆		
Openness		◆			
Optimism/Enthusiasm			◆		
Orderliness					◆
Relationship Sales					◆
Teamwork				◆	
Work Drive				◆	
Overall Cognitive Aptitude					◆

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Theresa's overall level of general intellectual aptitude to be in the **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	80-89%ile

Theresa has an above-average level of general cognitive aptitude. She should be able to handle the problem-solving demands of this job in a capable manner.

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.

Ideal Job	Ms. Jenkins's Responses
<i>The most fulfilling job I had</i>	was where I had a great boss and nice co-workers.
<i>What I want most from a job is</i>	long term job and good pay.
<i>My career goal for five years from now</i>	is to be doing a great job at your practice.
<i>The set of responsibilities I enjoy most are</i>	working with customers to provide information and solve problems for them.
<i>I enjoy working with people who</i>	are pleasant and cooperative.

Strategies for Success	Ms. Jenkins's Responses
<i>The best way to get ahead in an organization</i>	know your job well and also learn a few other jobs in the practice so that you can help out when other people are out sick.
<i>The personal strengths I possess that will help me be successful in this job include</i>	I am good in working with customers because I like them and want to keep them happy. I am a hard worker and do my best.
<i>Working long hours every week</i>	I really want a job where I can do my job then be able to go home at a predictable hour so I can take care of my family
<i>To better myself I</i>	try to learn as much as I can.
<i>My attitude about work-home balance is</i>	its good to have balance in your life between your job and your family life.
<i>The key to success in my career</i>	hard work and good attitude.
<i>To get ahead in a company</i>	try my best to be a good employee.
<i>When I am criticized</i>	take it to heart and do my best to correct bad behavior.

Leadership Style	Ms. Jenkins's Responses
<i>When I have to make a decision quickly</i>	I rely on my job experience and then make the best decision I can.
<i>My success as a manager derives from</i>	I am not a manager, but I would treat people fairly and show them respect.
<i>Mentoring employees who report to me</i>	I try to help my co-workers however I can.

<i>Besides supervising other people, a manager should</i>	do his own job well.
<i>The best way to motivate people</i>	is show them respect and let them know they are doing a good job.
<i>The average employee</i>	is hard working and wants to do a good job.
<i>An employee who brings personal problems to work</i>	is probably having a tough time at home and is worried about things.
<i>I deal with conflict in my team by</i>	trying to be a good team player and be helpful to other people.
<i>To increase employee commitment I</i>	I do my best and try to do good work.
<i>To be a valuable member of a senior management team, I try to</i>	I am not on a senior management team.
<i>As a leader, my greatest satisfaction at work</i>	I let people know that we have high standards and that everyone is supposed to go by the company rules.
<i>The biggest challenge to a manager in dealing with today's workforce</i>	making sure that people go by the rules and come to work on time.
<i>When I have to reprimand or discipline an employee</i>	I would do it with respect.
<i>The organizational culture I try to create is best described as</i>	people doing good work and having a good time.

Annoyances	Ms. Jenkins's Responses
<i>I don't like to work with people who</i>	are unpleasant, mean, or uncooperative.
<i>I get annoyed at work when</i>	We dont know what is going on because there is a lot of gossip.
<i>At times my work has suffered because</i>	I had to be off when my child was sick.
<i>I would really dislike a supervisor who</i>	did not provide good training and did not let me know if I was doing a good job or not.
<i>People should recognize I am stressed out when</i>	I keep to myself.
<i>It's hard to do good work when</i>	there is a lot of conflict and turmoil in the office.
<i>I would turn down a job if</i>	it did not give me enough pay or if it was too far from my house.

Personality Assessment

Strengths:

She is very concerned with pleasing other people and getting along with the people she works with. Theresa is unselfish and willing to give in to other people to preserve harmony and goodwill.

Theresa is very deferential and mild-mannered in her interactions with others. Neither disruptive nor divisive, she usually goes along with other people and accedes to their requests.

She can be counted on to perform her work in a reliable and conscientious manner. Theresa typically honors her commitments and fulfills her obligations.

Theresa is strongly oriented toward customer service. She endeavors to meet the needs and preferences of customers promptly and responsively. As a manager, Theresa will encourage subordinates to aim for high levels of customer satisfaction in their work.

Most types of work pressure and strain will not be a problem for Theresa. She is generally stable and well-adjusted.

She can tune into the feelings of other people and empathize with their problems and perspectives. Theresa is a considerate, sympathetic person who can gain rapport readily with customers. She will take their feelings into account when making decisions. Others are likely to perceive Theresa as a sensitive person who is receptive to hearing their perspectives.

Theresa is usually outgoing, talkative, and congenial in her interactions with other people. She will likely be an effective communicator on the job.

Theresa places a fairly high value on tried-and-true methods and current ways of doing things at work. If change is asked for, she will need explanation and justification before altering her behavior. Theresa will gravitate toward tasks and assignments that she has done before.

She balances optimism with vigilance in her posture toward other people as well as new situations. Theresa doesn't prejudge others, but she is also not gullible or easily deceived.

She is methodical and systematic in the way she organizes and carries out tasks and assignments. A careful worker, Theresa is concerned with doing things correctly in an orderly manner.

Relationship-oriented sales style is a very good descriptor for how Theresa approaches her work. She strives to understand customers' needs and concerns, then presents products in terms of how they could provide benefits. Her efforts are directed toward building a relationship with the customer that is conducive to long-term sales renewals and add-on selling.

Theresa is typically group-minded and inclined to work cooperatively with coworkers. She will usually contribute positively to teamwork and cohesion in the workplace.

Theresa has an above-average work drive. She will put considerable time and effort into meeting job demands, including working long hours as needed.

Developmental Concerns:

Theresa is likely to be too submissive, reticent, and unassertive to function effectively in some work situations. She may back down too easily from problems which she should address. It will be difficult for her to voice a negative opinion in a group setting, engage in a debate about competing ideas, or deal with conflict.

Theresa may have trouble coping with extensive or intensive job stress. She may not bear up as well under heavy pressure as many others who hold this job.

Theresa may have trouble keeping her own emotions separate from the emotions of the people she works with. She can over-identify with their problems and concerns, such that her objectivity and professionalism are undermined. Her decision-making may also be impaired in her efforts to try to please other people.

Theresa's integrity is average. This is not an unacceptable score, but her supervisor will want to reinforce the importance of company rules, policies, and guidelines and to provide examples of how to handle ethically ambiguous situations along with consequences for improper behavior on the job.

She needs to guard against relying too much on what she already knows and is familiar with. Theresa could be more receptive to opportunities for change, improvement, and development.

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?

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.

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?]
- 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.)

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.
- 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.

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.
- Describe your approach to doing long-range planning and strategic development on your job.

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