



Leadership Pre-Employment Assessment Report

on

Charles Watkins

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Prepared For: UltimatePractice.com

Prepared by: John Lounsbury, Ph.D. & Lucy Gibson, Ph.D., Licensed Industrial-Organizational Psychologists

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					◆
Dependability		◆			
Detail Mindedness	◆				
Emotional Stability/Resilience		◆			
Extroversion				◆	
Impression Management	◆				
Integrity			◆		
Intrinsic Motivation	◆				
Managerial Human Relations		◆			
Openness to Change				◆	
Optimism / Enthusiasm		◆			
Orderliness		◆			
Self-Confidence				◆	
Task Structure			◆		
Teamwork Orientation			◆		
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 Charles's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning Top 5%ile
 Numeric Reasoning 60-69%ile
 Verbal Reasoning Top 10%ile

Charles 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.

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	Mr. Watkins's Responses
<i>The most fulfilling job I had</i>	was a managerial position I had to go in a resolve a lot of problems and get things back on the right track to make the office profitable again.
<i>What I want most from a job is</i>	Job stability, support from the practice owners, and the proper resources to get the job done well.
<i>My career goal for five years from now</i>	Is to be recognized for having accomplished an outstanding job, where employees are happy, and the productivity numbers are good.
<i>The set of responsibilities I enjoy most are</i>	managing people to achieve difficult production and quality goals.
<i>I enjoy working with people who</i>	hard working, committed, solid team players.

Strategies for Success	Mr. Watkins's Responses
<i>The best way to get ahead in an organization</i>	understand the companys overall mission
<i>The personal strengths I possess that will help me be successful in this job include</i>	ability to communicate well, capacity for motivating employees, ability to understand the P&L forthe office and see where changes need to be made.
<i>Working long hours every week</i>	is occasionally necessary to deal with a particular problem, but it should not be the norm if everyone is doing their jobs properly in the first place.
<i>To better myself I</i>	read professional journals, learn new software programs, attend professional meetings locally on a regular basis, and nationally at least once a year.
<i>My attitude about work-home balance is</i>	It is a good goal, but meeting my obligations to my job sometimes takes precedence over leisure / home needs.
<i>The key to success in my career</i>	is being effective at what I do.
<i>To get ahead in a company</i>	listen well to the owners, understand what it takes to please our customers, motivate our employees to be productive, and know what it takes to achieve efficiencies in the practice.

<i>When I am criticized</i>	listen well, ask questions, and try to come up with an effective plan of action so that future criticism is not necessary.
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Leadership Style	Mr. Watkins's Responses
<i>When I have to make a decision quickly</i>	I carefully weigh all the factors, then make the best decision I can in the time allotted.
<i>My success as a manager derives from</i>	understanding how to manage and motivate employees as well as how to utilize our resources to achieve an efficient and effective office.
<i>Mentoring employees who report to me</i>	is very enjoyable and personally rewarding.
<i>Besides supervising other people, a manager should</i>	make sure that the mission of the company is being met both at the present and for the long term.
<i>The best way to motivate people</i>	Make sure that they suited to the job they are in, have been well trained, have clear performance goals and standards, provide periodic feedback and corrective action, and provide praise and encouragement as often as possible.
<i>The average employee</i>	wants to do a good job and will excel if the manager provides the necessary environment in which to thrive.
<i>An employee who brings personal problems to work</i>	probably needs a supportive manager who will listen and offer advice, but they also need to be reminded the importance of meeting normal work performance standards.
<i>I deal with conflict in my team by</i>	bringing people together, facilitating sharing of ideas and perceptions and a search for a mutually beneficial solution.
<i>To increase employee commitment I</i>	treat people fairly, try to provide them with job tasks that are well suited to who they are, praise when I can, provide support and encouragement, and create a happy organizational climate.
<i>To be a valuable member of a senior management team, I try to</i>	be a full participant in meetings, sharing ideas and opinions about how to ensure the best long term performance and survival of the practice.
<i>As a leader, my greatest satisfaction at work</i>	seeing the practice thrive and the employees flourish in their careers.
<i>The biggest challenge to a manager in dealing with today's workforce</i>	helping people realize they can and will meet today's high performance standards. A lot of training and feedback is often necessary, but with sufficient information most employees can become great employees.
<i>When I have to reprimand or discipline an employee</i>	I am well prepared with the facts, then after presenting the evidence, I listen to their perceptions. Jointly we identify an effective action plan.
<i>The organizational culture I try to create is best described as</i>	efficient, quality-oriented, collaborative and mutually supportive, happy, caring.

Annoyances	Mr. Watkins's Responses
<i>I don't like to work with people who</i>	don't want to work for the good of the organization.
<i>I get annoyed at work when</i>	there is a lack of teamwork or show no concern for our standards.
<i>At times my work has suffered because</i>	was tired or ill.
<i>I would really dislike a supervisor who</i>	did not communicate well with employees, e.g. did not provide sufficient information for them to do their jobs well, was demeaning, failed to provide praise and respect.
<i>People should recognize I am stressed out when</i>	I seem preoccupied.
<i>It's hard to do good work when</i>	We are all frustrated with various problems like software that won't work right, no connectivity to the internet, etc.

I would turn down a job if

I felt the owners of the practice were only interested in making as much money as they could without concern for customer satisfaction, quality standards in documentation, decent wages and benefits for employees, and organizational climate.

Personality Assessment

Strengths:

He is very assertive and strong-willed. As a manager, Charles will be directive and enforce his decisions with authority. Charles will readily share his ideas and opinions in meetings with other managers and executives.

Charles is usually outgoing, talkative, and congenial in his interactions with customers and coworkers. He will be a fairly effective communicator on the job.

Charles is not one to aggrandize, brag, or act in a phony manner. It is likely that he has presented himself and his work record in a truthful, representative manner during the application process. If hired, Charles can be counted on to give candid reports of his job performance and work progress.

Charles scores in the average range on integrity. He is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.

He is typically progressive and open-minded. Charles is usually ready to adopt and disseminate new ways of doing things and engage in innovation initiatives. He will be concerned with continuous improvement, job training, and employee development.

He is fairly vigilant, questioning, and alert to potential problems in the workplace. Charles is not easily deceived or misled by customers. He will be inclined toward such functions as checking, reviewing, inspecting, and monitoring.

He is typically self-confident. Charles has a fair amount of assurance in his own abilities. He will approach most tasks with assurance that he can handle problems that arise on his job.

Charles will give subordinates some autonomy and leeway in how they perform their work, but not a free rein. He also communicates expectations, keeps an eye on performance levels, and gives some feedback for improvement as needed.

Charles works comfortably in situations requiring independence as well as in situations where he must work cooperatively with others. He can adapt well to a job that calls for both individual and team contributions.

Charles has a fairly strong work ethic. He will often put in long hours at work or make personal sacrifices, when necessary, for his job.

Developmental Concerns:

He can be unpleasant and even quarrelsome and argumentative in group settings. Charles should try harder to get along with other people in an amiable, supportive manner on his job.

Charles can sometimes come across in ways that subordinates perceive as bossy or overbearing. He may need to be more considerate and low-key when trying to influence the behavior of other employees activities.

Charles could be slightly more responsible and dependable in his sales work. He needs to ensure that customers and others feel like they can count on him to do what he says he will do on a consistent basis.

Detailed work tasks are not well suited to Charles's style. His work habits can probably be described as slapdash, careless, and error-prone, so results are likely to be shoddy.

He is not very stable or well-adjusted. This job may sometimes overwhelm Charles when it gets hectic and stressful. He may lose his composure when subjected to extensive pressure at work.

Charles's integrity score is in the average range. This is not an unacceptable score, but if he is hired, his supervisor will want to reinforce the importance of company rules, policies, and guidelines as well as provide examples of how to handle ethically ambiguous situations. Charles needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.

Charles registers as being highly motivated by extrinsic factors in the workplace-- money, prestige, and status are very important to him and he expects opportunities for raises and bonuses in response to meeting specific goals. He considers work a means to an end, not an end in itself, so emphasizing the personal gratification he can get from a job does not carry much weight with Charles.

As a manager, Charles does not spend much time dealing with employees' feelings or personal problems. His focus is more on getting the job done, not on the concerns and emotional states of subordinates. Charles could probably realize more success in motivating subordinates by using more positive reinforcement and showing more interest in each employee's emotional states and personal well-being.

Charles could be more optimistic and upbeat at times. He could occasionally look more for positive qualities in the people he works with and the situations he works in.

He may need to organize his work more carefully and strive harder to be neat and tidy in his work habits.

Charles may, at times, need to be more of a hands-on manager and be more attuned to what is going on with his subordinates. He could be more regularly involved in such functions as goal-setting, performance monitoring, and giving contingent feedback to employees.

Charles may need to more consistently contribute to teamwork and interdependence. He could more actively cooperate and collaborate with others on his job.

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?]

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?

DETAIL MINDEDNESS

- In what ways have previous jobs required you to be very accurate and detail-minded? How successful were you?
- Tell me about the ways that you ensure your work is accurate.
- Describe for me a time when you made a serious error in your work. What happened? What did you do to correct the problem for the future?

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.

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?

MANAGERIAL HUMAN RELATIONS

- As a manager, describe your approach for dealing with an employee who is having personal problems that are lowering his or her job performance.
- Tell me about how you use praise and recognition, as a manager, to motivate the people who report to you.
- Describe what you did the last time you successfully built up teamwork and morale among a group of employees.
- Describe a difficult feedback or coaching session that you have had with an employee who reported to you. What made it difficult? What happened?

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?

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality. Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

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