



Sample - Leadership Evaluative Assessment Report
on
Nancy Drew

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Prepared For: BW International

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

Abstract Reasoning Top 5%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning Top 5%ile

Nancy 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.

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. Drew's Responses
<i>The most fulfilling job I had...</i>	was my job at Chicos. I helped women find clothing that made them feel better about how they looked and feel
<i>What I want most from a job is...</i>	feeling that I make a difference
<i>My career goal for five years from now...</i>	have a job I really feel passionate about
<i>The set of responsibilities I enjoy most are...</i>	solving customers problems
<i>I enjoy working with people who...</i>	are positive

Strategies for Success	Ms. Drew's Responses
<i>The best way to get ahead in an organization...</i>	work hard, be positive, dont be afraid to put in extra time and effort
<i>The personal strengths I possess that will help me be successful in this job include...</i>	are positive and upbeat
<i>Working long hours every week...</i>	is not something I want to do at this time in my life an career
<i>To better myself I...</i>	read, take care of my health and learn new things
<i>My attitude about work-home balance is...</i>	try to leave work problems at work and personal problems at home
<i>The key to success in my career...</i>	being a team player and keeping a positive attitude
<i>To get ahead in a company...</i>	work hard, be positive, not afraid to put in extra time
<i>When I am criticized...</i>	I try to listen and learn from the feedback

Leadership Style	Ms. Drew's Responses
<i>When I have to make a decision quickly...</i>	I can
<i>My success as a manager derives from...</i>	being able to delegate responsibilites, be fair
<i>Mentoring employees who report to me...</i>	I take very seriously
<i>Besides supervising other people, a manager should...</i>	set a good example
<i>The best way to motivate people...</i>	celebrate their success and help them find ways to be successful

<i>The average employee...</i>	?
<i>An employee who brings personal problems to work...</i>	needs help to focus on their tasks
<i>I deal with conflict in my team by...</i>	understand the real issue, determine a course of action, discuss with employees and get their agreement on a solution
<i>To increase employee commitment I...</i>	assigning clear goals
<i>To be a valuable member of a senior management team, I try to...</i>	help my employees succeed
<i>As a leader, my greatest satisfaction at work...</i>	is when my employees succeed
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	creating growth opportunity and challenging them
<i>When I have to reprimand or discipline an employee...</i>	I clearly state the issue, seek their feedback, create a plan moving forward and get their agreement
<i>The organizational culture I try to create is best described as...</i>	empowerment

Annoyances	Ms. Drew's Responses
<i>I don't like to work with people who...</i>	are negative
<i>I get annoyed at work when...</i>	I dont see people devoted to their work
<i>At times my work has suffered because...</i>	I am tired
<i>I would really dislike a supervisor who...</i>	was demonstrative
<i>People should recognize I am stressed out when...</i>	I am quiet
<i>It's hard to do good work when...</i>	things are disorganized
<i>I would turn down a job if...</i>	it didnt meet my needs

Personality Assessment

Strengths:

She is motivated to have smooth, amiable working relationships. Nancy tends to be accommodating and compliant, particularly when conflict arises.

She is moderately well-adjusted and stable. Nancy can handle most everyday forms of job hassles and stressors without losing her composure.

Nancy is usually sociable, outgoing, and friendly in her transactions with other people on the job. She should be a capable communicator who relates well to customers and coworkers.

Nancy will perform her work tasks and duties in a manner consistent with company rules and policies. She is likely to be viewed as fairly honest and ethical in her everyday job behavior.

She is much more motivated by intrinsic rewards on her job than by extrinsic, tangible factors. Nancy appreciates recognition in the form of praise and recognition of her contributions. She is also attracted to variety and personal responsibility for work outcomes.

Nancy is typically considerate and respectful of the needs and concerns of subordinates. They are likely to see her as someone who is in touch with what they are feeling. Nancy will usually do what she can to ensure high levels of employee morale and satisfaction in her work group.

She is receptive to new ideas and practices on her job, no matter whether they come from her own work group or other parts of the organization. Improving operations and implementing organizational change efforts will be a fairly high priority for her. Nancy will also strive to advance the job knowledge and skills of her subordinates and her self.

Nancy is hopeful and optimistic most of the time. She tends to look for the best in other people and usually emphasizes their good qualities.

She registers as being fairly careful and methodical in the way she performs many tasks and assignments. However, Nancy is not regimented and readily accommodates changing job expectations and performance demands.

As a manager, Nancy gives her subordinates considerable leeway and discretion in how they perform their work. She prefers to empower them on their jobs rather than closely monitor and direct their day-to-day activities. Nancy does best with employees who are competent and internally motivated to perform well on their jobs.

Nancy values teamwork and interdependence in her work group. She will typically work with others in a collaborative, mutually supportive manner.

Developmental Concerns:

Nancy has very limited, if any, leadership potential. She registers as being meek, threat-sensitive, and timid, which will make it very hard for her to confront problems, exert influence on individuals or groups, and seize the initiative in unstructured situations. Some employees may take advantage of and even intimidate her. Nancy may have little influence with upper management.

Nancy could be somewhat more trustworthy and dependable in her work habits. She could more consistently keep her promises to customers, follow through on obligations, and generally do what she says she will do in her work.

Nancy's work needs extra supervision and review to deal with her somewhat careless style which will produce more than average level of errors. She needs to be instructed on proper methods for checking details or possibility of errors.

She may lose her composure when confronted with heavy work pressure. Nancy may need to find ways to buffer such stress and increase her emotional resilience.

Nancy's score on the integrity dimension was in the average range. While this does not necessarily predict a future problem, it points to the need for a good on-the-job orientation and training about how to handle various situations, including "gray areas", in a manner consistent with the company's code of ethics. She needs to have a solid understanding of organizational rules and consequences for inappropriate behavior.

Nancy could be more consistently orderly and exacting in her work habits. Nancy could pay closer attention to details and quality standards when completing tasks and assignments.

As a manager, Nancy 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.

Nancy's work drive is low, which makes it unlikely that she would be successful over the long term in this job. Nancy may be unwilling to work overtime, come into work unexpectedly during nonwork hours, or otherwise extend herself to meet pressing job demands.

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?

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.

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?]
- 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?

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

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.

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.

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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