



Customer Service Pre-Employment Assessment Report
on
Lisa Sample

Date: 02/14/2006

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					◆
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 Lisa's overall level of general intellectual aptitude to be in the **Top 5 percentile** range. Her individual aptitude levels are:

Abstract Reasoning Top 5%ile

Numeric Reasoning 60-69%ile

Verbal Reasoning Top 5%ile

Lisa has a superior level of general cognitive aptitude. She should learn new information very quickly, solve the most complex problems efficiently, and be able to handle an exceptionally 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. Sample's Responses
<i>The most fulfilling job I had...</i>	working at Costco.
<i>What I want most from a job is...</i>	Interesting work and a good boss.
<i>My career goal for five years from now...</i>	Still be with this company.
<i>The set of responsibilities I enjoy most are...</i>	Dealing with customers and helping them leave the store happy.
<i>I enjoy working with people who...</i>	Interesting work and a good boss.

Strategies for Success	Ms. Sample's Responses
<i>The best way to get ahead in an organization...</i>	work hard, learn new skills, help your company make a profit.
<i>The personal strengths I possess that will help me be successful in this job include...</i>	are hard-workign and dedicated to doing a good job.
<i>Working long hours every week...</i>	is not all that bad.
<i>To better myself I...</i>	try to learn as much as I can.
<i>My attitude about work-home balance is...</i>	I have to make a living, so I do what it takes to do a good job.
<i>The key to success in my career...</i>	asdf
<i>To get ahead in a company...</i>	asdf
<i>When I am criticized...</i>	asdf

Leadership Style	Ms. Sample's Responses
<i>When I have to make a decision quickly...</i>	asdf
<i>My success as a manager derives from...</i>	asdf
<i>Mentoring employees who report to me...</i>	asdf
<i>Besides supervising other people, a manager should...</i>	asdf
<i>The best way to motivate people...</i>	asdf
<i>The average employee...</i>	asdf
<i>An employee who brings personal problems to work...</i>	asdf

<i>I deal with conflict in my team by...</i>	1243
<i>To increase employee commitment I...</i>	asdf
<i>To be a valuable member of a senior management team, I try to...</i>	asdf
<i>As a leader, my greatest satisfaction at work...</i>	asdf
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	asdf
<i>When I have to reprimand or discipline an employee...</i>	asdf
<i>The organizational culture I try to create is best described as...</i>	adf

Annoyances	Ms. Sample's Responses
<i>I don't like to work with people who...</i>	asdf
<i>I get annoyed at work when...</i>	asdf
<i>At times my work has suffered because...</i>	asdf
<i>I would really dislike a supervisor who...</i>	asdf
<i>People should recognize I am stressed out when...</i>	asdf
<i>It's hard to do good work when...</i>	asdf
<i>I would turn down a job if...</i>	asdf

Personality Assessment

Strengths:

She much prefers to get along with other people and to have comfortable working relations. Lisa will defer to the preferences and demands of others and strive to maintain a pleasant atmosphere in her work group.

Lisa can exert influence and speak her mind when it is important for her to do so. However, she is by no means aggressive or overbearing. Lisa is usually willing to go along with others and to accept organizational leadership.

She can be counted on to perform her work in a very trustworthy and conscientious manner. Lisa makes good on her job commitments, keeps her promises, and follows through on obligations.

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

She is stable and well-adjusted. Lisa can work well under hectic conditions and job stress.

She is fairly empathetic and insightful. Lisa can usually tune into the feelings, concerns, and emotions of other people. She will be viewed by many of the people she works with as someone who is perceptive, considerate, and understanding.

Lisa is generally amiable and pleasant in her interactions with others at work. She can also concentrate her attention on the tasks at hand without being socially distractible or getting overly involved in pursuing friendships at work.

Lisa registers as having a high level of integrity and honesty. She is not likely to behave in ways that others would consider to be improper, dishonest, or unethical, even if it requires going out of her way to do the right thing.

She is receptive to new ways of doing things on her job. Lisa will also be motivated by opportunities for professional training and development.

Fairly optimistic about most things, Lisa tries to look for positive qualities in people and future opportunities. She is not one to form negative preconceptions quickly. Lisa focuses on positive qualities in the people she works with, the projects she works on, and the organization she works for.

She works carefully and accurately. Lisa pays close attention to details and quality standards on her job. She will be comfortable organizing work information and tasks.

In most sales situations, she will try to use a relationship-oriented sales approach. Lisa aims to cultivate relationships with potential customers, listen to their concerns and unique needs, use that information to adjust her presentation, and close sales in a persistent, but non-aggressive, manner.

Lisa consistently emphasizes teamwork and interdependence in her relationships with co-workers. She will pitch in and work toward shared goals and common objectives.

Lisa has a fairly strong work ethic. She is usually willing to put in long or irregular hours at work when needed. Lisa is likely to put forth considerable effort to attain job goals.

Developmental Concerns:

Lisa could be more assertive and forceful in some situations. She could, at times, stand up more for what is in her best interests and confront problem situations more readily.

Lisa may sometimes not be objective enough when analyzing information or making decisions which affect others. Her conclusions and interpretations can be over-influenced by her own emotional identification with the other person. Also, Lisa may occasionally offer advice and help which is not wanted.

In work situations where good communication skills are needed, Lisa could be more cheerful, outgoing, and sociable. She may need to communicate more readily at times.

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?

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.)

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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